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ABSTRACT

Salary and fringe benefit data for faculty and administrators at California state postsecondary institutions are examined, along with economic conditions and comparative salary data. To provide an indication of economic trends during 1976-1981, data are presented on five major economic indicators. Dollar and percentage increases in compensation for California faculty are compared to those of seven other professional groups and also to federal and state civil service employees. Comparisons are also made between salaries and increases in the Consumer Price Index and the Implicit Price Deflator for Personal Comsumption Expenditures. The responses of the University of California and California State University to competition for employees from business and industry are described (i.e. for engineering, computer science, and business faculty). Information is also presented on University of California and California State University projections of salaries and fringe benefits needed to achieve parity with comparison institutions. Additional areas of consideration include: collective bargaining outcomes, medical faculty salaries, administrative salaries by position for California and comparison universities, and California community college faculty salaries. Extensive supplementary data and materials are appended. (SW)

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FINAL ANNUAL REPORT ON FACULTY AND ADMINISTRATIVE SALARIES IN CALIFORNIA PUBLIC HIGHER EDUCATION

1982-1983

U.S. DEPARTMENT OF EDUCATION
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CALIFORNIA POSTSECONDARY EDUCATION COMMISSION
1020 Twelfth Street, Sacramento, California 95814

Commission Report 82-17

April 1982

The California Postsecondary Education Commission was created by the Legislature and the Governor in 1974 as the successor to the California Coordinating Council for Higher Education in order to coordinate and plan for education in California beyond high school. As a state agency, the Commission is responsible for assuring that the State's resources for postsecondary education are utilized effectively and efficiently; for promoting diversity, innovation, and responsiveness to the needs of students and society; and for advising the Legislature and the Governor on statewide educational policy and funding.

The Commission consists of 15 members. Nine represent the general public, with three each appointed by the Speaker of the Assembly, the Senate Rules Committee, and the Governor. The other six represent the major educational systems of the State.

The Commission holds regular public meetings throughout the year at which it takes action on staff studies and adopts positions on legislative proposals affecting postsecondary education. Further information about the Commission, its meetings, its staff, and its other publications may be obtained from the Commission offices at 1020 Twelfth Street, Sacramento, California 98514; telephone (916) 445-7933.

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INTRODUCTION

Annually, in accordance with Senate Concurrent Resolution No. 51 of the 1965 General Legislative Session (reproduced in Appendix A), the University of California and the California State University submit to the Commission data on faculty salaries and the cost of fringe benefits for their respective segments and for a group of comparison institutions listed in Appendix B. On the basis of these data, Commission staff develops estimates of the percentage changes in salaries and the cost of fringe benefits required to attain parity with the comparison groups in the forthcoming fiscal year. The methodology by which the segments collect these data and the Commission staff analyzes them (Appendix C) has been designed by the Commission in consultation with the two segments, the Department of Finance, and the Office of the Legislative Analyst. From the data, Commission staff prepares two reports--a preliminary report in the Fall as an aid to the Department of Finance in preparing the Governor's Budget, and a final report in the Spring for use by the legislative fiscal committees during budget hearings. Both reports are transmitted to the Governor, the Legislature, and appropriate officials.

In addition, since 1979, the Commission has included in its Spring report data on faculty salaries in the California Community Colleges. It developed this information as a result of a recommendation by the Legislative Analyst in his Analysis of the Budget Bill, 1979-80, which directed the Commission to "include community college salaries and benefits in its annual report on faculty salaries."

This final report for 1982-83 contains ten chapters. Included are discussions of: (1) faculty salaries in relation to economic trends; (2) comparisons between faculty salaries and those of other professional groups; (3) competition by business and industry for talented individuals in selected fields; (4) projected salaries at the University and State University for parity with comparison institutions; (5) projected costs of fringe benefits; (6) collective bargaining; (7) medical faculty salaries; (8) salaries of selected administrative officers; (9) salaries of Community College faculty; and (10) the Commission's findings and conclusions for the 1982-83 fiscal year.

HISTORY OF THE SALARY REPORTS

The impetus for the faculty salary reports came from the Master Plan Survey Team in 1960, which recommended that:

3. Greatly increased salaries and expanded fringe benefits, such as health and group life insurance, leaves, and travel funds to attend professional meetings, housing, parking and moving expenses, be provided for faculty members in order to make college and university teaching attractive as compared with business and industry.

. . . .

8. Because of the continual change in faculty demand and supply, the coordinating agency annually collect pertinent data from all segments of higher education in the state and thereby make possible the testing of the assumptions underlying this report (Liaison Committee, 1960, p. 12).

For four years thereafter, the Legislature continually sought information regarding faculty compensation, information which came primarily from the Legislative Analyst in his Analysis of the Budget Bill and from the Coordinating Council for Higher Education in its annual reports to the Governor and the Legislature on the level of support for public higher education. While undoubtedly helpful to the process of determining faculty compensation levels, these reports were considered to be insufficient, especially by the Assembly, which consequently requested the Legislative Analyst to prepare a specific report on the subject (House Resolution No. 250, 1964 First Extraordinary Session; reproduced in Appendix D).

Early in the 1965 General Session, the Legislative Analyst presented his report and recommended that the process of developing data for use by the Legislature and the Governor in determining faculty compensation be formalized. This recommendation was embodied in Senate Concurrent Resolution No. 51 (Appendix A), which specifically directed the Coordinating Council to prepare annual reports in cooperation with the University of California and the California State Colleges.

Since that time, the Coordinating Council and more recently the Commission have submitted reports to the Governor and the Legislature. Prior to the 1973-74 budgetary cycle, only one report was submitted. Since that time, the Commission has compiled two--a preliminary report which is normally transmitted in December, and a final report in May. The first is intended principally to assist the Department of Finance in developing the Governor's budget, while the second is used by the legislative fiscal committees during budget hearings. Each of them compares faculty salaries and the cost of fringe benefits in California's four-year public segments with those of other institutions (both within and outside of California) for the purpose of maintaining a competitive position.

EXPANDING SCOPE OF THE REPORTS

Over the years, the Commission's faculty salary reports have become more comprehensive. Where they originally provided only comparison institution data, they have been expanded to include summaries of economic conditions; comparisons with other professional workers; discussions of supplemental income and business and industrial competition for talent; and analyses of Community College faculty salaries, medical faculty salaries, administrators' salaries, and collective bargaining. Additionally, in November of 1981, the Commission also issued a special report on fringe benefit comparisons (Approaches to Studying Faculty Fringe Benefits in California Higher Education: An Analysis of the Feasibility of Alternative Measurements) at the request of the Legislature.

The greatest expansion of the salary reports has been in the economic area, and the chapter on "Faculty Salaries and Economic Conditions" has been a principal feature since the 1978-79 budgetary cycle. The original reason for including a summary on the economy stemmed from the decision by the State University Board of Trustees to abandon the comparison approach in the development of its salary requests. Annual changes in the Consumer Price Index (CPI) were running at double-digit levels at that time, and faculty salaries across the nation were clearly not keeping pace with inflationary increases. (In each of the past five years, for example, the American Association of University Professors [AAUP] has noted in its annual report on the economic status of the profession that faculty have lost purchasing power in comparison to the cost of living.) In the State University comparison institutions, average increases in faculty salaries were consistently lower than CPI increases, and the Trustees undoubtedly felt that they could serve their faculties better by basing their salary requests on CPI changes rather than comparison institution data. Without doubt, this view prevailed among faculty organizations as well, and the combination of viewpoints led the State University to abandon the comparison approach.

In 1981-82, the University of California also abandoned the comparison institution approach to salary requests, and for the same reason as the State University. The comparison data for that year indicated a need for only a 2.7 percent increase at the same time that the CPI was predicted to rise by about 9 percent nationally and over 10 percent in California. Understandably, University leaders felt that the faculty would do better with a request based on losses in real income.

Throughout this period of changing segmental justifications for faculty salary increases, the Commission--as well as the Governor and the Legislature--has maintained that comparison data are still valuable and should continue to be provided. If economic conditions change to the point where salary increases in comparison institutions exceed the rate of inflation, it is probable that segmental justifications will again change in favor of direct university comparisons. Given the dramatic reductions in the CPI that have been seen in recent months (see Chapter One), and the increasing concern with industrial competition for the available talent, this possibility may be closer to realization than many previously thought. Should it occur, the Commission will continue to provide the balance between comparison institution data and economic data that has characterized recent reports. In this way, the Commission believes that the Governor, the Legislature, and other interested parties will receive the information they need to make informed decisions regarding faculty salaries.

CHAPTER ONE

FACULTY SALARIES AND ECONOMIC CONDITIONS

In recent faculty salary reports, the Commission has included a chapter on general economic conditions both in California and across the country. Principally, this analysis has dealt with inflation rates since both faculty and administrators have argued for salary increases above those indicated to be necessary by a strict reliance on comparison institution data. In the past several years, as well as in the early 1970s, annual changes in the Consumer Price Index (CPI) reached double-digit levels, and the segments frequently noted the fact that their faculties were losing purchasing power compared both to price changes in the larger economy and to salary increases obtained by other professionals.

In the current year--and probably in the coming fiscal year--the national and state economic climate has become even more uncertain as well as more complicated. No longer is it possible to deal only with changes in the cost of living, for inflation is no longer the principal economic difficulty facing the country. Throughout the late 1970s, inflation constituted an annoyance in what was otherwise a prosperous economy: unemployment was relatively low; business investment was adequate; both the federal and California governments appeared to have sufficient resources to meet most needs; the Gross National Product was expanding at a greater rate than the increases in the CPI; interest rates, while high, had not yet had the effect of seriously damaging economic growth. Now, virtually all indicators, with the notable exception of interest rates, have reversed themselves, and the nation finds itself in a deepening recession.

To provide an indication of past economic trends, Table 1 and Figure 1 show the history of five major economic indicators over the past five years. As can be seen, most indicators were rising, especially the prime rate, which went from 6.8 percent in 1976 to its 1981 average of 18.9 percent. The Consumer Price Index went from 5.8 percent in 1976 to 10.4 percent in 1981, hitting a high of 13.4 percent in 1980. Both of these factors tended to rise in tandem as the Federal Reserve Board forced interest rates higher in an attempt to curb inflation. In recent months, both have declined. Of the other indicators, both the Gross National Product (GNP) and Industrial Production were sluggish while unemployment was more or less stable during the period, the latter beginning at a rate of 7.7 percent in 1976 and ending at 7.6 percent as a 1981 average.

Table 2 and Figure 2 show the national experience over the course of the 1981 calendar year, with most of the major swings coming in

TABLE 1

COMPARISON OF FIVE ECONOMIC INDICATORS
1976 TO 1981

Year	Annual Increases in the Consumer Price Index	Gross National Product (Billions)	Prime Rate	Unemployment Rate	Industrial Production (Indexed)
1976	5.8%	$1,718.0	6.84%	7.7%	127.6
1977	6.5	1,918.0	6.83	7.0	135.9
1978	7.7	2,156.1	9.06	6.0	142.2
1979	11.4	2,413.9	12.67	5.8	147.2
1980	13.4	2,626.1	15.27	7.1	145.3
1981	10.4	2,922.2	18.87	7.6	149.5

FIGURE 1

COMPARISON OF FIVE ECONOMIC INDICATORS
1976 TO 1981

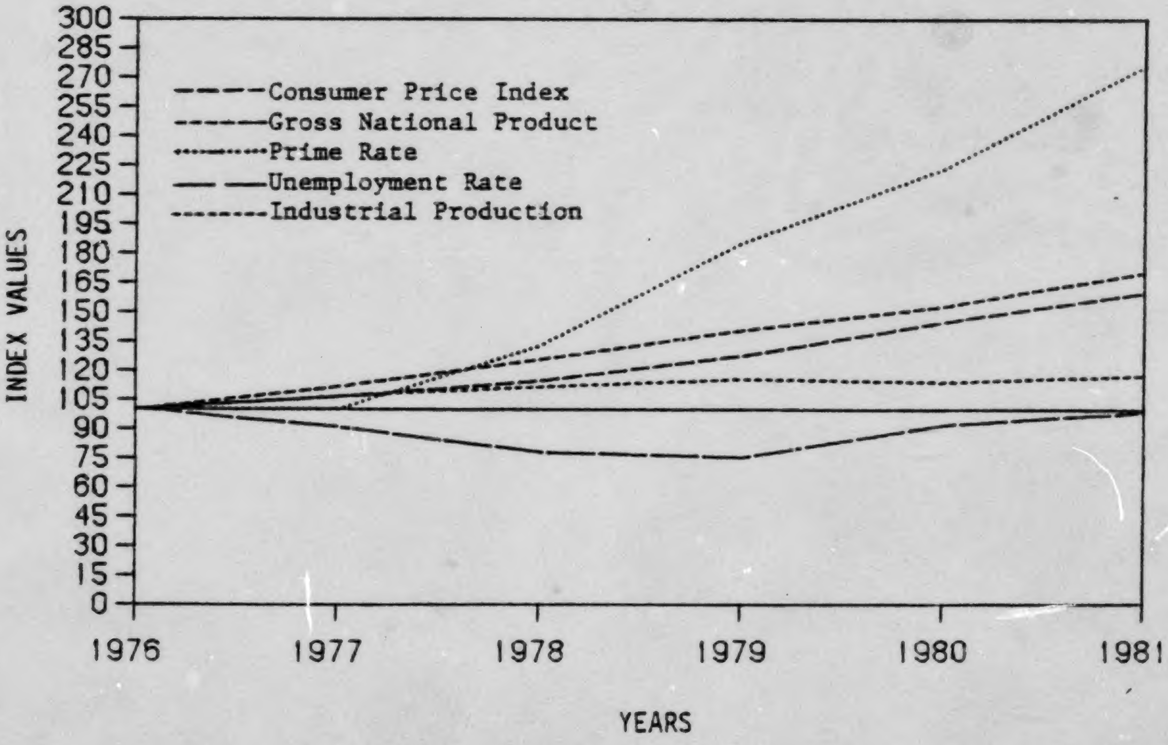


TABLE 2

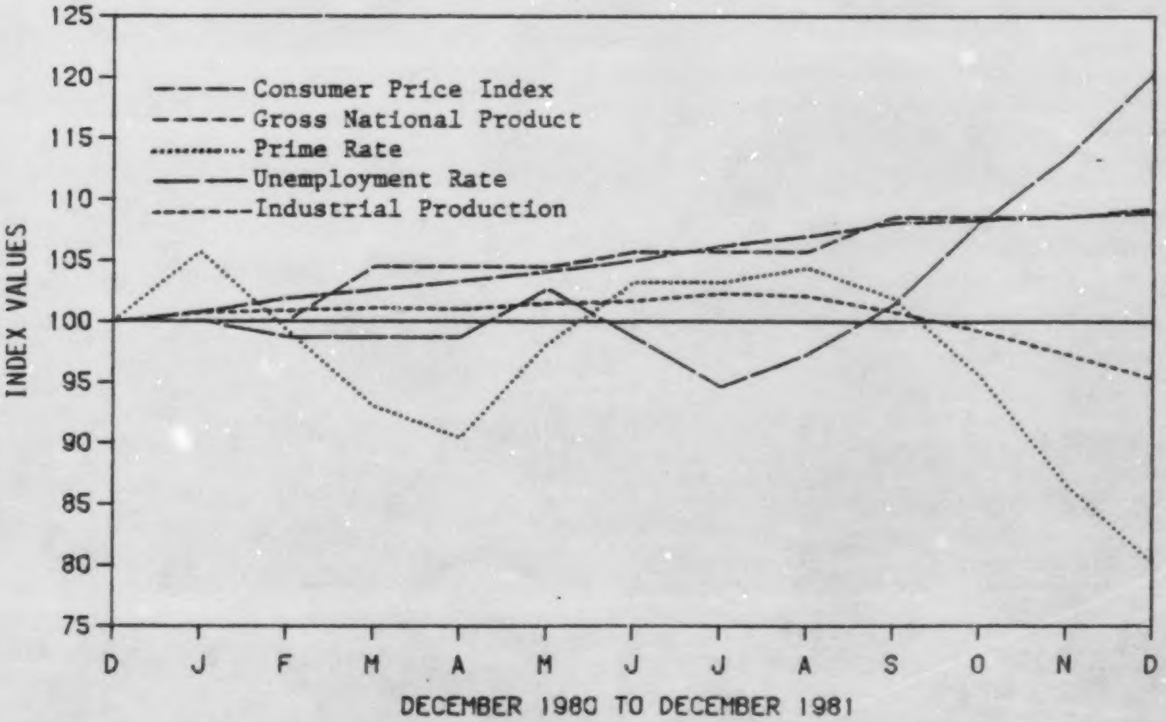
COMPARISON OF FIVE ECONOMIC INDICATORS
DECEMBER 1980 TO DECEMBER 1981

Month	Annualized Increases in the Consumer Price Index	Gross National Product (Billions)	Prime Rate	Unemployment Rate	Industrial Production (Indexed)
Dec.'80	12.0%	$2,730.6*	19.63%	7.4%	150.4
Jan.'81	8.4	--	20.75	7.4	151.4
Feb.	12.0	--	19.50	7.3	151.8
March	7.2	2,853.0*	18.25	7.3	152.1
April	4.8	--	17.75	7.3	151.9
May	8.4	--	19.25	7.6	152.7
June	8.4	2,885.8*	20.25	7.3	152.9
July	14.4	--	20.25	7.0	153.9
August	9.6	--	20.50	7.2	153.6
Sept.	14.4	2,965.0*	20.00	7.5	151.6
Oct.	4.8	--	18.75	8.0	149.2
Nov.	6.0	--	17.00	8.4	146.4
Dec.	4.8	2,984.9*	15.75	8.9	143.3

*Quarterly Figures

FIGURE 2

COMPARISON OF FIVE ECONOMIC INDICATORS
DECEMBER 1980 TO DECEMBER 1981

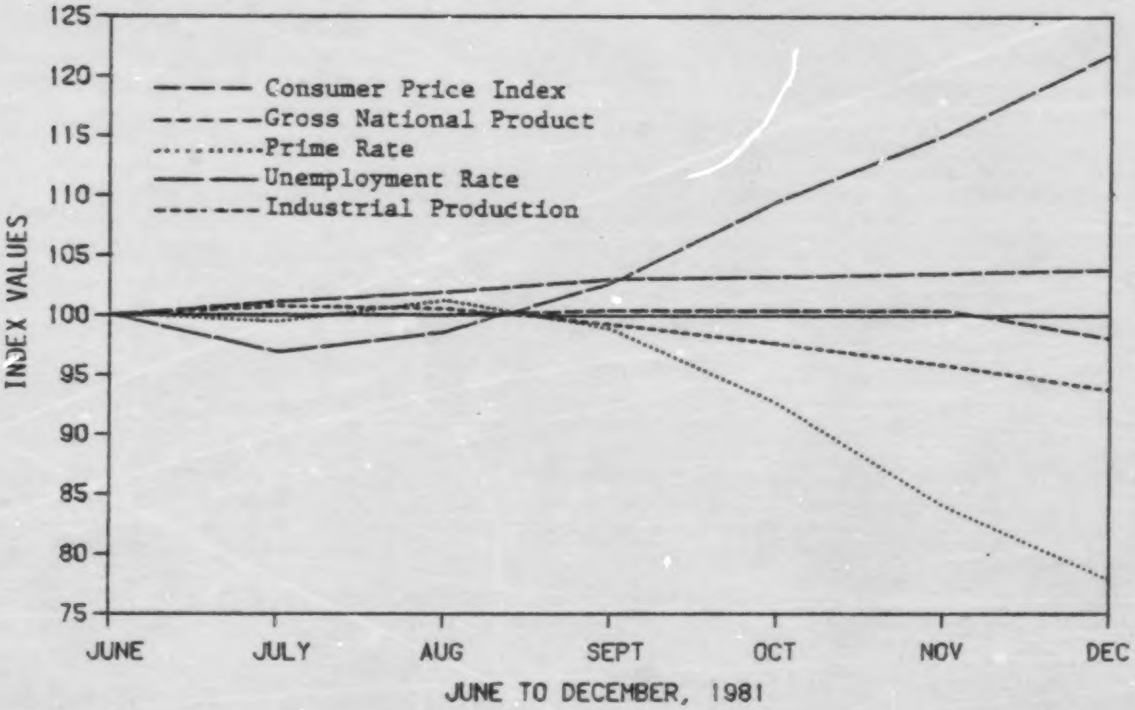


the final six months of the year as Figure 3 shows. From July to December, unemployment rose from 7.0 to 8.9 percent, while the prime rate fell from 20.3 to 15.8 percent. The CPI leveled off in December to an annual rate of increase of only 4.8 percent, down from 5.2 percent for the final three months of the year. Both the GNP and Industrial Production continued their poor performance, with virtually every area of production showing a decline; automobiles, primary metals, lumber, and chemicals were especially hard hit (Council of Economic Advisers, 1982, pp. 2, 18).

Because government revenues and expenditures are usually a reflection of the national economy, it should come as no surprise that both the federal and California governments have experienced difficulties in recent months. The federal budget deficit for 1981-82 is expected to be over $100 billion, and while that is deemed to be tolerable by some, the State of California does not have the luxury of being able to spend more than its revenues provide--leading to an atmosphere of crisis management in Sacramento.

FIGURE 3

COMPARISON OF FIVE ECONOMIC INDICATORS
JUNE TO DECEMBER 1981



At the start of the 1981-82 fiscal year, California State government anticipated revenues of $22.1 billion and expenditures of $21.6 billion. Within only a few months, however, it became clear that revenues would be lower than expected and expenditures higher, both caused by the current recession. Accordingly, Governor Brown called the Legislature back into special session to deal with the crisis, and measures were subsequently taken to increase revenues and decrease expenditures in the amount of about $900 million. In early March of 1982, however, the Legislative Analyst indicated that even these major changes in the State budget would not be enough and predicted that about $200 million more would have to be found to balance the budget by June 30. The Analyst's best case estimate was a $100 million shortfall; his worst case was $350 million.

All of these unpleasant figures derive from the performance of the economy. When the economy is in recession, tax revenues decline at the same time that demands for public funds increase. When a greater number of people are out of work, there are obviously fewer people to pay taxes, and it is also true that these same individuals place greater demands on such government entitlement programs as unemployment insurance and welfare. When prosperity is the rule, the opposite occurs; government revenues increase and demands decrease. The relatively high rates of inflation experienced since 1977 had the effect of dramatically increasing both federal and state revenues as taxpayers were forced into successively higher income tax brackets. In California, the rapid escalation of real estate values had the additional effect of providing local governments and districts with substantial additional revenues. But with the advent of Proposition 13 in 1978 and the subsequent indexing of State income taxes to the California Consumer Price Index, major increases in government revenues came to an end. Still, so long as the economy was growing, the effects were not immediately noticeable, but when the recession hit, California governments at all levels found themselves without sufficient resources to support a programming standard that had been taken for granted for decades. The result was a major revenue shortfall and the need for the aforementioned special legislative session.

At the federal level, the administration and the Congress adopted a budget and tax program which may have exacerbated the problem, at least in the short run. In adopting the largest tax cut in American history, massive spending deficits were created. Under the theory of "supply-side economics," such tax reductions place more money into circulation throughout the economy, thereby producing further investment, an expanded economy, and more jobs. When the economy begins that expansion and more people find employment, tax revenues are supposed to increase sufficiently to offset the tax reductions and produce a general prosperity. In addition, as the supply of goods and services increases to meet demand, the theory holds that inflation should be reduced to less than five percent annually, ideally to zero. Further, as federal government revenues are increased to satisfy demands on public programs, the federal deficit should also be reduced, thereby causing less strain on money markets and a proportionate reduction in interest rates.

While many economists believe that the "supply-side" theory is sound, some of them caution that there will be severe short-term dislocations, which may be what the nation is experiencing now. Although the federal tax cut is in place, it is a three-year program, and only 20 percent of it has been implemented to date. No economy, especially one as complex as America's, can react quickly to changes in federal budgetary or monetary policy. The creation of new businesses, investments in new plants and equipment, the training and hiring of new personnel, all take time, and it will be several years before the beneficial effects of the new economic policy will be seen. In the meantime, the recession and the tax cut have caused very large federal deficits which have required the federal government to borrow billions of dollars. So long as those deficits exist, the Federal Reserve Board will keep interest rates high, lest a new round of inflation eliminate any gains in the Gross National Product that may occur. So long as interest rates remain high, few businesses will borrow money to invest in new job-creating ventures, and so long as business refuses to do that, unemployment will remain high, federal and state revenues will remain low, and demands on government entitlement programs will not diminish. It is a very vicious cycle, one that poses an enormous dilemma for both the President and Congress, and one which has many spin-off effects for California.

In spite of this somewhat gloomy scenario, not all economic news is bad. If the figures for the past three months can be taken as a trend, the rate of inflation will be sharply reduced from the past four years. Tables 3, 4, 5, and 6, and Figures 4, 5, 6, and 7 show the inflation indices for the United States and California over the past 10 years, with estimates for the current fiscal year. The rate of inflation in the early months of 1981-82 continued its rapid upward climb, but in recent months, it has leveled off, and is not expected to increase dramatically in the remainder of the fiscal year. In the 1982-83 year, it would not be surprising to find an annual rate of change in both the CPI and the PCE of about 5 percent, and possibly less. Some of this, of course, is dependent on foreign trade conditions, particularly oil imports, but at the present time it appears that domestic inflation is under better control than it has been for many years.

The economic forecasts for 1982 are as diverse as the economy is unpredictable. The most optimistic of those reviewed for this report is also the least recent, and does not reflect the events of

TABLE 3

COMPARISON BETWEEN THE CONSUMER PRICE INDEX AND THE IMPLICIT PRICE DEFLATOR FOR PERSONAL CONSUMPTION EXPENDITURES 1972 TO 1981

Year	United States Consumer Price Index	Implicit Price Deflator for Personal Consumption Expenditures
1972	3.3%	3.5%
1973	6.2	5.5
1974	11.0	10.9
1975	9.1	8.0
1976	5.8	5.1
1977	6.5	5.7
1978	7.7	6.7
1979	11.4	8.3
1980	13.4	10.2
1981	10.4	8.3

FIGURE 4

COMPARISON BETWEEN THE CONSUMER PRICE INDEX AND THE IMPLICIT PRICE DEFLATOR FOR PERSONAL CONSUMPTION EXPENDITURES 1972 TO 1981

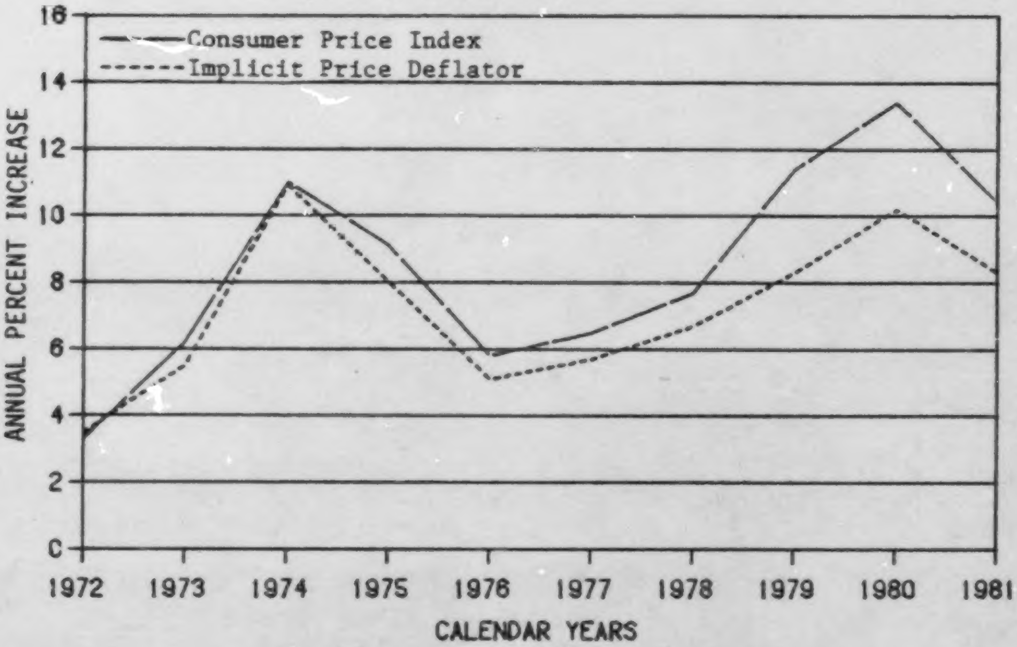


TABLE 4

COMPARISON BETWEEN THE CONSUMER PRICE INDEX AND THE IMPLICIT PRICE DEFLATOR FOR PERSONAL CONSUMPTION EXPENDITURES 1972-73 TO 1981-82

Year	United States Consumer Price Index	Implicit Price Deflator for Personal Consumption Expenditures
1972-73	4.0%	3.8%
1973-74	9.0	8.3
1974-75	11.1	10.5
1975-76	7.1	6.1
1976-77	5.8	5.2
1977-78	6.7	6.0
1978-79	9.4	7.8
1979-80	13.3	10.8
1980-81	11.5	9.4
1981-82 (est.)	8.6	7.3

FIGURE 5

COMPARISON BETWEEN THE CONSUMER PRICE INDEX AND THE IMPLICIT PRICE DEFLATOR FOR PERSONAL CONSUMPTION EXPENDITURES 1972-73 TO 1981-82

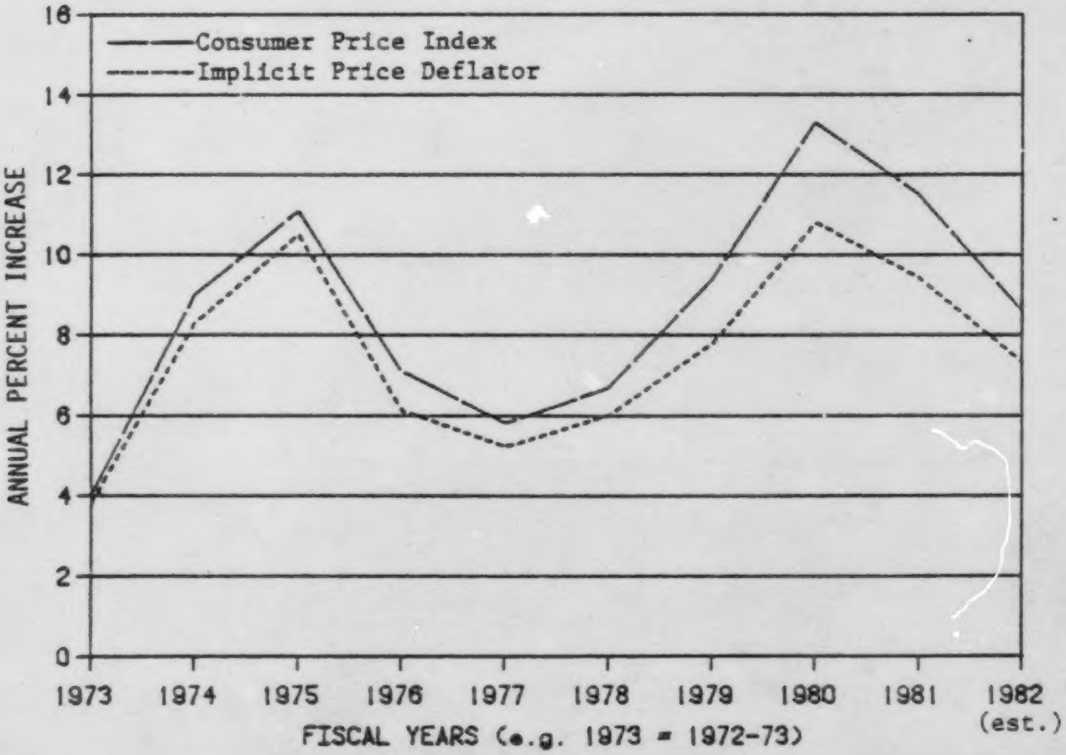


TABLE 5

CALENDAR YEAR CHANGES IN THE CALIFORNIA CONSUMER PRICE INDEX (CPI)
1972 TO 1981

Year	California CPI	Los Angeles-Long Beach-Anaheim CPI	San Francisco-Oakland CPI	San Diego CPI
1972	3.4%	3.2%	3.5%	3.8%
1973	5.8	5.6	5.8	6.5
1974	10.2	10.3	9.8	11.1
1975	10.4	10.6	10.2	9.2
1976	6.3	6.6	5.6	6.2
1977	7.1	6.9	7.6	6.6
1978	8.1	7.4	9.4	10.0
1979	10.8	10.8	8.5	16.5
1980	15.5	15.7	15.2	15.2
1981	10.8	9.8	12.8	13.5

FIGURE 6

CALENDAR YEAR CHANGES IN THE CALIFORNIA CONSUMER PRICE INDEX (CPI)
1972 TO 1981

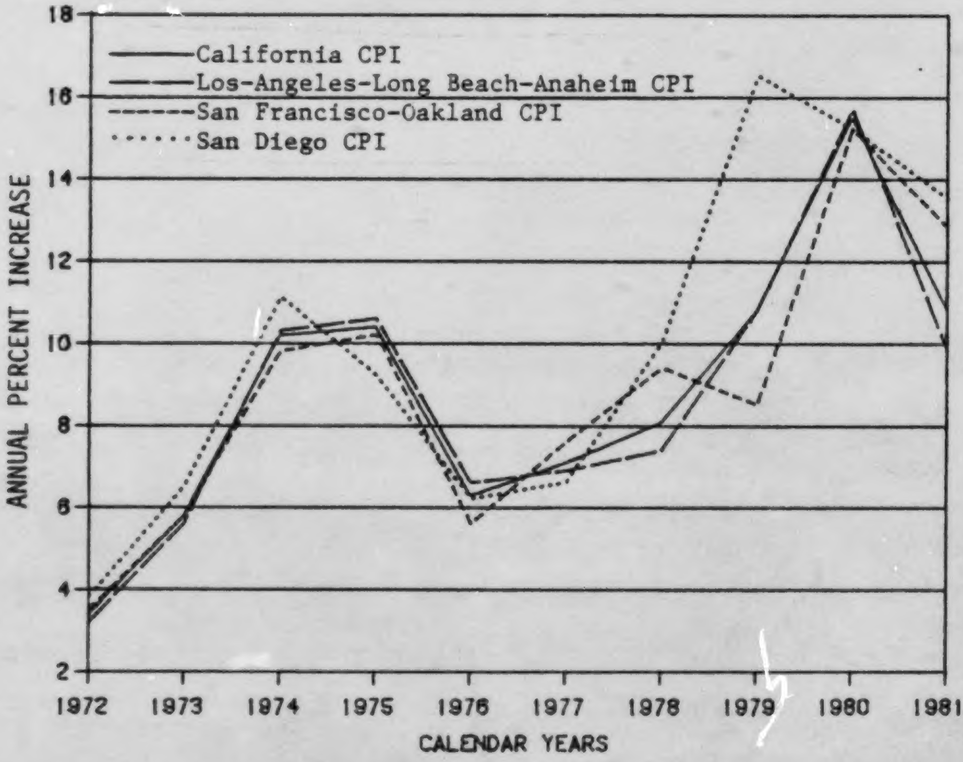


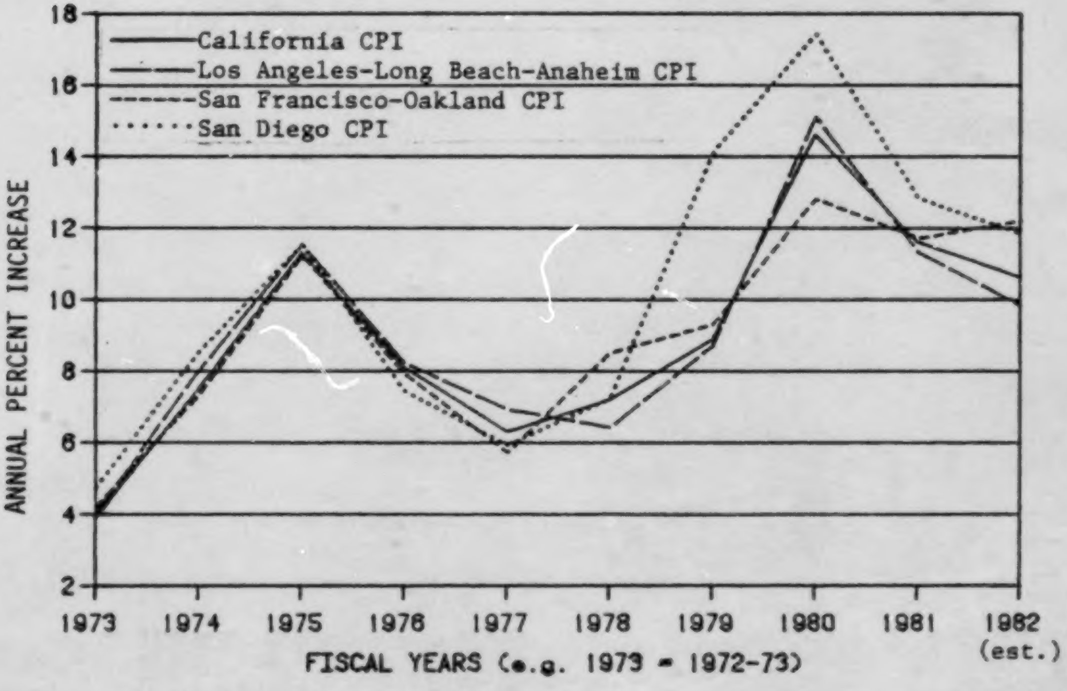
TABLE 6

FISCAL YEAR CHANGE IN THE CALIFORNIA CONSUMER PRICE INDEX (CPI) 1972-73 TO 1981-82

Year	California CPI	Los Angeles-Long Beach-Anaheim CPI	San Francisco-Oakland CPI	San Diego CPI
1972-73	3.9%	4.0%	4.2%	4.7%
1973-74	7.5	8.0	7.3	8.5
1974-75	11.6	11.5	11.2	11.5
1975-76	8.1	8.2	7.9	7.4
1976-77	6.3	6.9	5.7	5.9
1977-78	7.2	6.4	8.5	7.2
1978-79	8.9	8.7	9.3	14.1
1979-80	14.6	15.1	12.8	17.4
1980-81	11.6	11.3	11.7	12.8
1981-82 (est.)	10.6	9.8	12.2	11.8

FIGURE 7

FISCAL YEAR CHANGE IN THE CALIFORNIA CONSUMER PRICE INDEX (CPI) 1972-73 TO 1981-82



the fourth quarter of 1981, especially the dramatic downturn in inflation. Published by the Bank of America in September 1981, it predicts productivity growth (after inflation) of almost 3.0 percent nationally and over 3.0 percent in California. Unemployment is predicted to decline to 7.4 percent nationally and 6.8 percent in California; inflation is pegged at 8.2 and 9.0 percent, respectively; the housing market is expected to improve by as much as 20 to 30 percent in both sales and new construction.

In December 1981, the UCLA Graduate School of Management published its quarterly economic forecast, which contained far more pessimistic predictions, except for inflation. In its Executive Summary, the UCLA economists stated: "The outlook for 1982 is determined by the recession now under way. The immediate outlook is grim. Moreover, the pain of disinflation will not be eased before 1984, because the economic recovery which follows the current recession is likely to be relatively slow" (1981, p. 1). At the conference where the forecast was presented, most speakers felt that the recession would continue into the summer of 1982 with recovery to follow in the last half of the year, but none was able to point to definitive data which would prompt that recovery, and all hedged on their optimistic predictions. Larry Kimball, director of the forecast team, went so far as to state that the data lean towards the "More Pessimistic Alternative Forecast" than to the more sanguine "Base Forecast." Table 7 compares these "Base" and "Pessimistic" forecasts for eight economic indicators and shows clearly the tradeoffs that are involved. A higher GNP produces a lower unemployment rate, a lower prime interest rate, higher industrial production, more housing starts, and a lower federal budget deficit. At the same time, inflation remains high, although not as high as in recent years. Conversely, lower productivity, high unemployment, and larger deficits keep inflation at much lower levels.

Clearly, the base forecast is far more desirable, but there is great doubt as to its plausibility. Investments in new plants and equipment, essential for any recovery, will probably not be made until interest rates drop to around 12 to 13 percent, and this most likely will not occur unless the federal government reduces its budgetary deficits.

Another forecaster with pessimistic predictions is the Research Institute of America (RIA), a Washington-based organization which publishes a weekly newsletter on current economic trends. In its March 5, 1982, letter, RIA notes that all economic news is bad:

> The composite index of leading economic indicators fell for the 9th time, with no bottom in sight and the recession several months to run . . . .
>
> . . . we don't expect any early recovery, have pretty much written off this year . . . .

TABLE 7

COMPARISON OF BASE AND MOST PESSIMISTIC ALTERNATIVE FORECASTS ON EIGHT ECONOMIC INDICATORS AS PREDICTED BY THE UCLA GRADUATE SCHOOL OF MANAGEMENT
1980 TO 1984

Item	1980	1981	1982	1983	1984
GROSS NATIONAL PRODUCT (BILLIONS)					
Base Forecast	$2,626.1	$2,916.5	$3,070.9	$3,411.9	$3,734.5
Pessimistic Forecast	2,626.1	2,916.5	3,074.2	3,350.4	3,558.6
REAL GNP (1972 DOLLARS)					
Base Forecast	$1,480.7	$1,506.1	$1,480.3	$1,542.3	$1,500.1
Pessimistic Forecast	1,480.7	1,506.1	1,476.9	1,509.0	1,529.4
PRIME INTEREST RATE					
Base Forecast	15.27%	18.68%	13.28%	14.27%	13.16%
Pessimistic Forecast	15.3	18.7	14.1	18.4	18.2
INDUSTRIAL PRODUCTION (INDEXED--1967=100)					
Base Forecast	147.0	150.8	145.1	155.2	163.8
Pessimistic Forecast	147.0	150.8	144.9	150.2	152.8
HOUSING STARTS (MILLIONS OF UNITS)					
Base Forecast	1.303	1.092	1.315	1.776	1.781
Pessimistic Forecast	1.303	1.092	1.329	1.436	1.290
UNEMPLOYMENT RATE					
Base Forecast	7.1	7.6	8.9	8.4	7.9
Pessimistic Forecast	7.1	7.6	9.0	9.1	9.5
FEDERAL BUDGET DEFICIT (BILLIONS)					
Base Forecast	61.2	61.1	115.1	107.5	108.5
Pessimistic Forecast	61.2	61.1	116.2	141.6	193.6
CONSUMER PRICE INDEX					
Base Forecast	13.5%	10.4%	5.9%	6.4%	5.8%
Pessimistic Forecast	13.5	10.4	8.0	6.7	4.7

Source: UCLA Graduate School of Management, 1981, pp. 2, 4.

> Housing starts will stay down, up [only] 100,000 . . . . That kind of increase leaves the industry stuck in deep depression . . . .
>
> The jobless rate will hit 9% soon, average out at 8.5%. But once you factor in those workers no longer looking for jobs, the "real" unemployment rate is already close to an unhappy 12% . . . .
>
> Business investment in plant and equipment will not boom, despite the new tax incentives.

The predictions of other forecasters, as well as two already mentioned in this report, were presented by the Legislative Analyst in his Analysis of the Budget Bill, 1982-83 for both the nation and California. These are shown in Tables 8 and 9.

Nationally, the most optimistic prediction comes from First Interstate Bank, but its forecast is so different from all the others that it is tempting to disregard it. As an example, where the average of all the other forecasters for the growth in before-tax profits is -7.9 percent, First Interstate predicts an increase of 11.2 percent. This bank also has the highest prediction for an increase in "real" Gross National Product (the growth in the GNP adjusted for inflation), the lowest prediction for the unemployment rate, and the highest predictions for new car sales and housing starts. In its California forecast, this bank also appears to be more optimistic than any other group of economists.

What may be more interesting are the predictions of the Department of Finance in comparison to all other forecasters (excluding First Interstate Bank). These comparisons are shown in Tables 10 and 11.

With the exception of the inflation rate, the Department of Finance's California predictions are not markedly different from those of other forecasters, but it is clear that economists are not in agreement as to what the economy, national or State, will do in 1982, and that makes the 1982-83 State budget a largely unknown quantity. That budget is based on a number of political as well as economic assumptions, the most important of which are that: (1) the State's economy will improve in the latter half of 1982; (2) the voters will approve a bond initiative for prisons in the June election and disapprove measures relating to income tax indexing and inheritance taxes; (3) the Legislature will approve various tax acceleration and revenue measures as well as several spending reductions; and (4) the federal government will not make further reductions in entitlement programs such as Medi-Cal. If any of these assumptions proves to be unwarranted, California's state budget will be out of balance, and several of them seem very tentative at best.

For faculty, and all other State employees as well, the prospects for substantial cost-of-living adjustments are accordingly bleak. It is not at all unlikely that the Governor and the Legislature

TABLE 8

1982 NATIONAL ECONOMIC OUTLOOK OF SELECTED FORECASTERS

	Percent Change in:						
Forecaster	Real GNP	GNP Prices	Consumer Prices	Before Tax Profits	Unemployment Rate	New Car Sales (millions of units)	Housing Starts (millions of units)
Department of Finance	-0.4%	+8.6%	+8.5%	+ 1.9%	8.4%	8.5	1.24
First Interstate Bank	+2.5	+7.9	+8.2	+11.2	7.1	9.7	1.55
Security Pacific Bank	-0.3	+7.9	+7.8	- 3.5	9.2	8.9	1.3
Wells Fargo Bank	+0.1	+7.8	+8.3	N/A	8.2	9.2	1.20
Bank of America	-0.9	+7.7	+8.2	-15.6	8.7	8.9	1.20
Crocker Bank	-0.5	+7.5	+7.6	N/A	8.6	8.9	1.32
UCLA	-1.7	+7.1	+5.9	-15.9	8.9	8.3	1.32
Chase Econometrics	N/A	+8.2	+8.4	- 7.0	9.0	9.4	1.26
Data Resources	-0.6	+7.7	+8.3	- 7.1	8.6	9.1	1.28

will be facing a deficit budget in 1982-83, just as they have in the current year. The experience in the current year and the grim prospects for the budget year may well have the effect of severely reducing salary appropriations. Accordingly, it is not likely that faculty will receive range adjustments that will meet even the reduced increases in the inflation rate, much less make up for ground lost in prior years. That is not a happy situation, but until the economy turns into a recovery and expansion phase, little else can reasonably be expected.

TABLE 9

1982 CALIFORNIA ECONOMIC OUTLOOK FOR SELECTED FORECASTERS

	Percent Change in:					
Forecaster	Personal Income	Consumer Prices	Real Personal Income	Wage and Salary Employment	Unemployment Rate	New Residential Building Permits (000s)
Department of Finance	+10.3%	+11.3%	-0.9%	+1.1%	8.1%	125
First Interstate Bank	+11.0	+ 8.3	+2.5	+2.7	6.9	164
Security Pacific Bank	+ 9.9	+ 8.4	+1.4	+1.0	8.6	125
Wells Fargo Bank	+11.0	+ 8.0	+2.8	+1.0	8.5	110
Bank of America	+ 9.0	+ 7.5	+1.4	+1.0	8.0	135
Crocker Bank	+ 9.0	+ 7.8	+1.1	+0.2	8.4	138
UCLA	+ 7.8	+ 5.7	+2.0	-0.5	8.8	133

TABLE 10

1982 NATIONAL ECONOMIC OUTLOOK OF DEPARTMENT OF FINANCE AND OTHER FORECASTERS

	Percent Change in:						
Forecaster	Real GNP	GNP Prices	Consumer Prices	Before Tax Profits	Unemployment Rate	New Car Sales (millions of units)	Housing Starts (millions of units)
Department of Finance	-0.4%	+8.6%	+8.5%	+1.9%	8.4%	8.5	1.24
Other Forecasters*	-0.7	+7.7	+7.8	-9.8	8.7	9.0	1.27

*Includes Security Pacific Bank, Wells Fargo Bank, Bank of America, Crocker Bank, UCLA, Chase Econometrics, and Data Resources.

TABLE 11

1982 CALIFORNIA ECONOMIC OUTLOOK OF DEPARTMENT OF FINANCE AND OTHER FORECASTERS

	Percent Change in:					
Forecaster	Personal Income	Consumer Prices	Real Personal Income	Wage and Salary Employment	Unemployment Rate	New Residential Building Permits (000s)
Department of Finance	+10.3%	+11.3%	-0.9%	+1.1%	8.1%	125
Other Forecasters*	+ 9.3	+ 7.5	+1.7	+0.5	8.5	128

*Includes Security Pacific Bank, Wells Fargo Bank, Bank of America, Crocker Bank, and UCLA.

CHAPTER TWO

COMPARISONS WITH OTHER PROFESSIONAL GROUPS

This chapter compares dollar and percentage increases in compensation for California faculty to those of other professional groups and each of these to increases in both the Consumer Price Index (CPI) and the Implicit Price Deflator for Personal Consumption Expenditures (PCE).

FEDERAL AND STATE EMPLOYEES

Tables 12 and 13 on pp. 22-23 compare percentage and numerical increases in the CPI and the PCE to across-the-board (cost-of-living) salary increases for federal employees, California State employees, and University and State University faculty since 1961-62. Figure 8 on page 24 displays these comparisons graphically for the full period between 1961-62 and 1981-82. Figure 9 on the same page shows the first ten years of this period, and Figure 10 on page 25 shows the years since 1971-72.

These tables and figures show that the decade of the 1960s was a favorable one for public employees in general and for California State employees in particular, since their across-the-board salary increases were about 50 percent higher than the annual change in the inflation rate. Faculty also fared well, with the University keeping pace with inflation and the State University exceeding it by almost as much as federal and State workers. In the 1970s and the first two years of the 1980s, however, no group of employees matched the average annual increase in the CPI, and only State Civil Service workers exceeded the increase in the PCE, and that was only a marginal advantage--7.6 percent for civil servants, compared to 7.5 percent for PCE. In the first two years of the 1980s--assuming the accuracy of the 1981-82 predictions--all groups showed a lag compared to the increases in the cost of living. In those two years, the CPI should rise a total of 21.1 percent and the PCE 17.4 percent. Federal Civil Service salaries rose 14.3 percent while those of State employees increased 16.3 percent.

OTHER PROFESSIONAL WORKERS

Tables 14 and 15 on page 26 compare actual salaries and indexed salary values from 1961-62 through 1980-81 for associate professors

TABLE 12

PERCENTAGE INCREASES IN THE CONSUMER PRICE INDEX (CPI), THE IMPLICIT PRICE DEFLATOR FOR PERSONAL CONSUMPTION EXPENDITURES (PCE), AND SALARIES FOR FEDERAL AND STATE EMPLOYEES AND UNIVERSITY OF CALIFORNIA AND CALIFORNIA STATE UNIVERSITY FACULTY

1962-63 TO 1981-82

Year	CPI	PCE	Federal Civil Service	State Civil Service	University of California	California State University
1962-63	1.2%	1.6%	0.0%	6.6%	0.0%	6.0%
1963-64	1.3	1.6	5.6	6.1	5.0	5.0
1964-65	1.5	1.4	8.7	0.8	0.0	0.0
1965-66	2.3	2.3	0.0	4.4	7.0	10.0
1966-67	2.9	2.8	6.6	4.5	2.5	6.7
1967-68	3.6	3.2	4.6	5.1	5.0	5.0
1968-69	4.6	4.2	4.9	5.7	5.0	7.5
1969-70	5.9	4.9	9.1	5.6	5.0	5.0
1970-71	5.2	4.4	6.0	5.2	0.0	0.0
1971-72	3.6	4.1	6.0	0.0	0.0	0.0
1972-73	4.0	3.8	5.4	9.0	9.0	8.4
1973-74	9.0	8.3	5.2	11.7	5.4	7.5
1974-75	11.1	10.5	4.7	5.3	5.5	5.3
1975-76	7.1	6.1	5.4	6.7	7.2	7.2
1976-77	5.8	5.2	5.0	6.6	4.3	4.3
1977-78	6.7	6.0	7.0	7.5	5.0	5.0
1978-79	9.4	7.8	5.5	0.0	0.0	0.0
1979-80	13.3	10.8	7.0	14.5	14.5	14.5
1980-81	11.5	9.4	9.1	9.8	9.8	9.8
1981-82	(8.6)	(7.3)	4.8	6.0	6.0	6.0

TABLE 13

INDEXED INCREASES IN THE CONSUMER PRICE INDEX (CPI), THE IMPLICIT PRICE DEFLATOR FOR PERSONAL CONSUMPTION EXPENDITURES (PCE), AND SALARIES FOR FEDERAL AND STATE EMPLOYEES AND UNIVERSITY OF CALIFORNIA AND CALIFORNIA STATE UNIVERSITY FACULTY
1962-63 TO 1981-82

Year	CPI	PCE	Federal Civil Service	State Civil Service	University of California	California State University
1961-62	100.0	100.0	100.0	100.0	100.0	100.0
1962-63	101.2	101.6	100.0	106.6	100.0	106.0
1963-64	102.5	103.2	105.6	113.1	105.0	111.3
1964-65	104.1	104.7	114.8	114.0	105.0	111.3
1965-66	106.4	107.1	114.8	119.0	112.4	122.4
1966-67	109.5	110.1	122.4	124.4	115.2	130.6
1967-68	113.5	113.6	128.0	130.7	120.9	137.2
1968-69	118.7	118.4	134.3	138.2	127.0	147.5
1969-70	125.7	124.2	146.5	145.9	133.3	154.8
1970-71	132.2	129.6	155.3	153.5	133.3	154.8
1971-72	137.0	134.9	164.6	153.5	133.3	154.8
1972-73	142.5	140.1	173.5	167.3	145.3	167.8
1973-74	155.3	151.7	182.5	186.9	153.2	180.4
1974-75	172.5	167.6	191.1	196.8	161.6	190.0
1975-76	184.8	177.9	201.4	210.0	173.2	203.7
1976-77	195.5	187.1	211.5	223.8	180.7	212.4
1977-78	208.6	198.3	226.3	240.6	189.7	223.0
1978-79	228.2	213.8	238.7	240.6	189.7	223.0
1979-80	258.6	236.9	255.4	275.5	217.2	255.4
1980-81	288.3	259.2	278.7	302.4	238.4	280.3
1981-82	313.1	278.1	292.0	320.5	252.7	297.1
Average Annual Increases:						
1961-62-- 1981-82	5.8%	5.3%	5.5%	6.0%	4.7%	5.6%
1961-62-- 1971-72	3.2%	3.0%	5.1%	4.4%	2.9%	4.5%
1971-72-- 1981-82	8.6%	7.5%	6.5%	7.6%	6.6%	6.7%

FIGURE 8

INDEXED INCREASES IN THE CONSUMER PRICE INDEX, THE IMPLICIT PRICE DEFLATOR FOR PERSONAL CONSUMPTION EXPENDITURES, AND SALARIES FOR FEDERAL AND STATE EMPLOYEES AND UNIVERSITY OF CALIFORNIA AND CALIFORNIA STATE UNIVERSITY FACULTY 1962-63 TO 1981-82

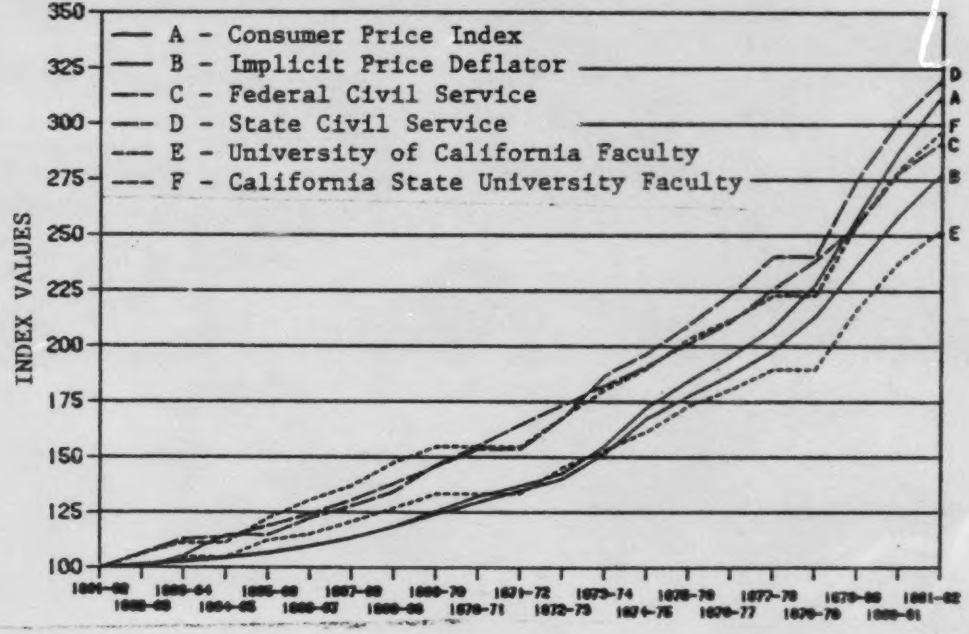


FIGURE 9

INDEXED INCREASES IN THE CONSUMER PRICE INDEX, THE IMPLICIT PRICE DEFLATOR FOR PERSONAL CONSUMPTION EXPENDITURES, AND SALARIES FOR FEDERAL AND STATE EMPLOYEES AND UNIVERSITY OF CALIFORNIA AND CALIFORNIA STATE UNIVERSITY FACULTY 1962-63 to 1971-72

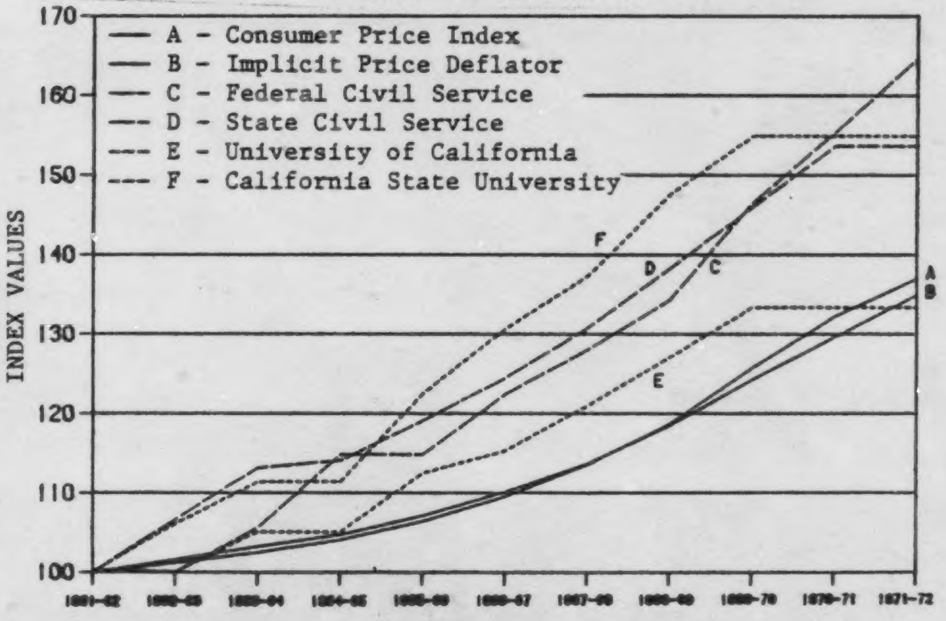
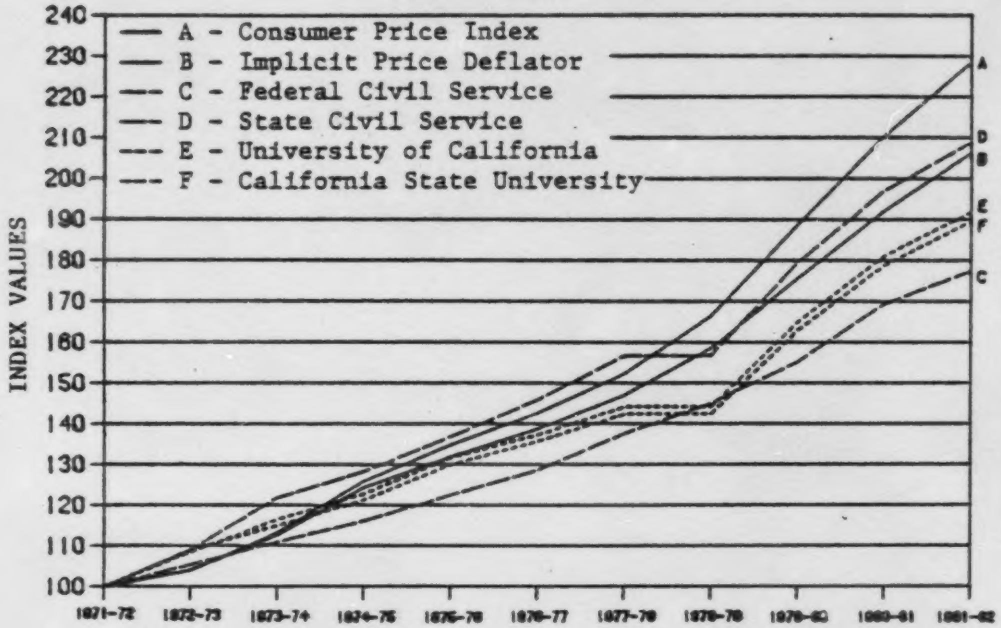


FIGURE 10

INDEXED INCREASES IN THE CONSUMER PRICE INDEX, THE IMPLICIT PRICE DEFLATOR FOR PERSONAL CONSUMPTION EXPENDITURES, AND SALARIES FOR FEDERAL AND STATE EMPLOYEESS AND UNIVERSITY OF CALIFORNIA AND CALIFORNIA STATE UNIVERSITY FACULTY 1971-72 TO 1981-82



Sources: Consumer Price Index: U.S. Department of Labor, 1980, p. 326; and 1981, p. 23.

Implicit Price Deflator: Byrnes and others, 1979, p. 23; Cypert and Clucas, 1981, p. 7.

Federal Civil Service: Reports of the U.S. Office of Personnel Management.

State Civil Service: Reports of the California State Department of Finance.

University of California and California State University: Annual reports on faculty salaries of the Coordinating Council for Higher Education and the California Postsecondary Education Commission.

TABLE 14

SALARIES OF UNIVERSITY OF CALIFORNIA AND CALIFORNIA STATE UNIVERSITY ASSOCIATE PROFESSORS AND OF SEVEN OTHER PROFESSIONAL GROUPS 1961-62 TO 1980-81

Year*	UC Associate Profs.	CSUC Associate Profs.	Acccountants	Auditors	Attorneys	Job Analysts	Dirs. of Personnel	Chemists	Engineers
1961-62	$ 9,668	$ 8,974	$ 7,416	$ 7,266	$11,844	$ 7,530	$11,664	$10,956	$11,064
1962-63	10,441	9,425	7,668	7,572	12,300	7,716	12,060	11,334	11,634
1963-64	10,482	9,444	7,908	7,854	12,816	7,998	12,528	11,688	11,970
1964-65	10,994	10,032	8,124	8,094	13,644	8,280	12,936	12,024	12,324
1965-66	11,804	10,836	8,328	8,322	14,052	8,592	13,212	12,594	12,786
1966-67	12,072	11,460	8,879	8,902	14,419	8,888	13,857	13,225	13,474
1967-68	12,643	12,033	9,367	9,342	15,283	9,611	14,610	14,007	14,158
1968-69	13,365	12,732	10,029	10,007	19,163	9,838	15,332	14,720	15,000
1969-70	14,053	13,437	10,686	10,715	20,304	10,377	16,626	15,642	15,850
1970-71	14,150	13,526	11,383	11,435	22,178	11,207	17,872	16,482	16,757
1971-72	14,107	13,301	11,879	11,903	23,448	11,677	18,277	17,126	17,394
1972-73	16,439	14,567	12,472	12,464	24,693	12,036	19,869	17,726	18,322
1973-74	16,431	15,965	13,285	13,183	25,956	12,705	21,447	18,993	19,292
1974-75	17,365	16,844	14,458	13,961	28,159	13,746	22,486	20,952	20,935
1975-76	18,585	18,166	15,428	14,743	29,828	14,825	24,283	22,264	22,416
1976-77	19,490	19,101	16,545	15,806	30,973	15,294	26,472	23,944	23,846
1977-78	20,133	20,223	18,115	17,364	33,547	16,197	29,223	26,013	25,987
1978-79	20,620	20,361	19,468	18,398	37,807	17,720	31,133	28,144	28,231
1979-80	23,535	23,447	21,299	20,014	40,864	19,140	34,824	30,737	30,814
1980-81	25,466	25,785	23,545	22,108	44,853	20,548	39,042	33,732	34,039

TABLE 15

INDEXED SALARIES OF UNIVERSITY OF CALIFORNIA AND CALIFORNIA STATE UNIVERSITY ASSOCIATE PROFESSORS AND OF SEVEN OTHER PROFESSIONAL GROUPS 1961-62 TO 1980-81

Year*	UC Associate Profs.	CSUC Associate Profs.	Acccountants	Auditors	Attorneys	Job Analysts	Dirs. of Personnel	Chemists	Engineers
1961-62	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
1962-63	108.0	105.0	103.4	104.2	103.9	102.5	103.4	103.5	105.2
1963-64	108.4	105.2	106.6	108.1	108.2	106.2	107.4	106.7	108.2
1964-65	113.7	111.8	109.6	111.4	115.2	110.0	110.9	109.8	111.4
1965-66	122.1	120.8	112.3	114.5	118.6	114.1	113.3	115.0	115.6
1966-67	124.9	127.7	119.7	122.5	121.7	118.0	118.8	120.7	121.8
1967-68	130.8	134.1	126.3	128.6	129.0	127.6	125.3	127.9	128.0
1968-69	138.2	141.9	135.2	137.7	161.8	130.7	131.5	134.4	135.6
1969-70	145.4	149.7	144.1	147.5	171.4	137.8	142.5	142.8	143.3
1970-71	146.4	150.7	153.5	157.4	187.3	148.8	153.2	150.4	151.5
1971-72	145.9	148.2	160.2	163.8	198.0	155.1	156.7	156.3	157.2
1972-73	170.0	162.3	168.2	171.5	208.5	159.8	170.3	161.8	165.6
1973-74	170.0	177.9	179.1	181.4	219.2	168.7	183.9	173.4	174.4
1974-75	179.6	187.7	195.0	192.1	237.8	182.6	192.8	191.2	189.2
1975-76	192.2	202.4	208.0	202.9	251.8	196.9	208.2	203.2	202.6
1976-77	201.6	212.9	223.1	217.5	261.5	203.1	227.0	218.6	215.5
1977-78	208.2	225.4	244.3	237.1	283.2	215.1	250.5	237.4	234.8
1978-79	213.3	226.9	262.5	253.2	319.2	235.3	266.9	256.9	255.2
1979-80	243.4	261.3	287.2	275.5	345.0	254.2	298.6	280.6	278.5
1980-81	263.4	287.3	317.5	304.3	378.7	272.9	334.7	307.9	307.7
Percentage Increases:									
1961-62-- 1980-81	163.4%	187.3%	217.5%	204.3%	278.7%	172.9%	234.7%	207.9%	207.7%
1961-62-- 1970-71	46.4%	50.7%	53.5%	57.4%	87.3%	48.8%	53.2%	50.4%	51.5%
1970-71-- 1980-81	79.9%	90.6%	106.8%	93.3%	102.2%	83.4%	118.5%	104.7%	103.1%

* Nine-month salaries for associate professors are for the fiscal year noted. Twelve-month salaries for all other professional groups are determined on March 1 of the appropriate fiscal year noted.

Sources: Associate Professors: Annual reports on faculty salaries, California Postsecondary Education Commission.

Other Professional Groups: U.S. Department of Labor, 1980, pp. 294-295; 1981, pp. 11-12, 73-74.

in the University of California and the California State University with those of seven other professional groups surveyed by the Bureau of Labor Statistics as part of its National Survey of Professional, Administrative, Technical and Clerical Pay.

These tables use the rank of associate professor instead of an all-ranks average since recent increases in the number of faculty at the professor rank tend to distort the latter average when comparing faculty salaries with such groups as those displayed in Tables 14 and 15, for which a middle rank has also been used. This single-rank average does not eliminate distortion completely, since the number of faculty at any given step of the rank can affect the average for the entire rank, but it is still preferable to an all-ranks average. The fact that some distortion continues to exist is indicated in Figure 11 below and Table 16 on page 28, which show that the average salary for State University associate professors actually exceeds the average for University of California associate professors in 1980-81. This is the first time the State University average has ever exceeded the University's at any rank,

FIGURE 11

MEAN NINE-MONTH SALARIES OF UNIVERSITY OF CALIFORNIA AND CALIFORNIA STATE UNIVERSITY ASSOCIATE PROFESSORS AND OF SEVEN PROFESSIONAL GROUPS SURVEYED BY THE U.S. DEPARTMENT OF LABOR 1961-62 TO 1980-81

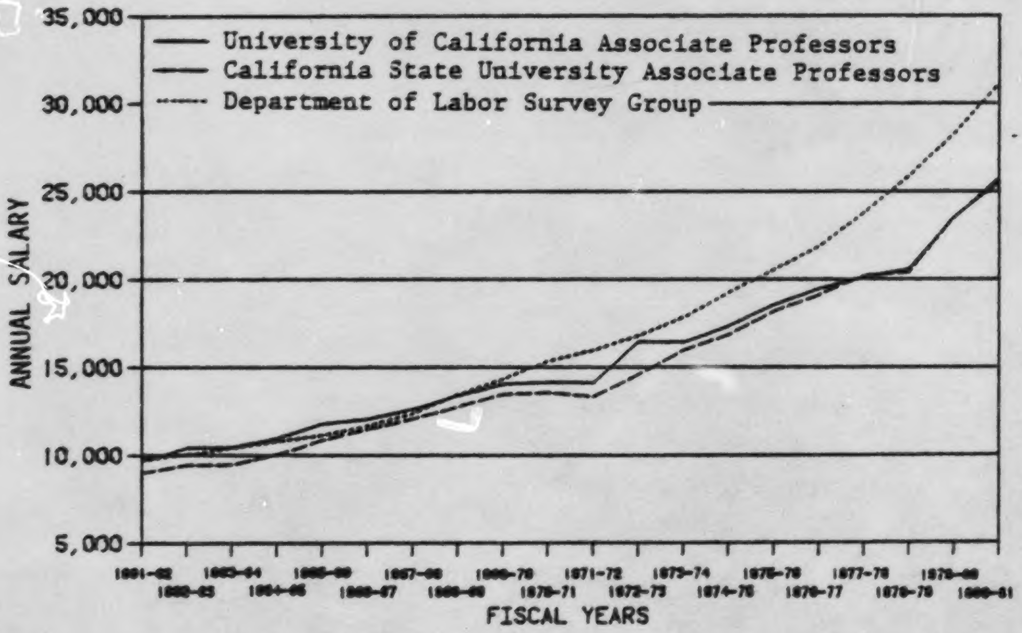
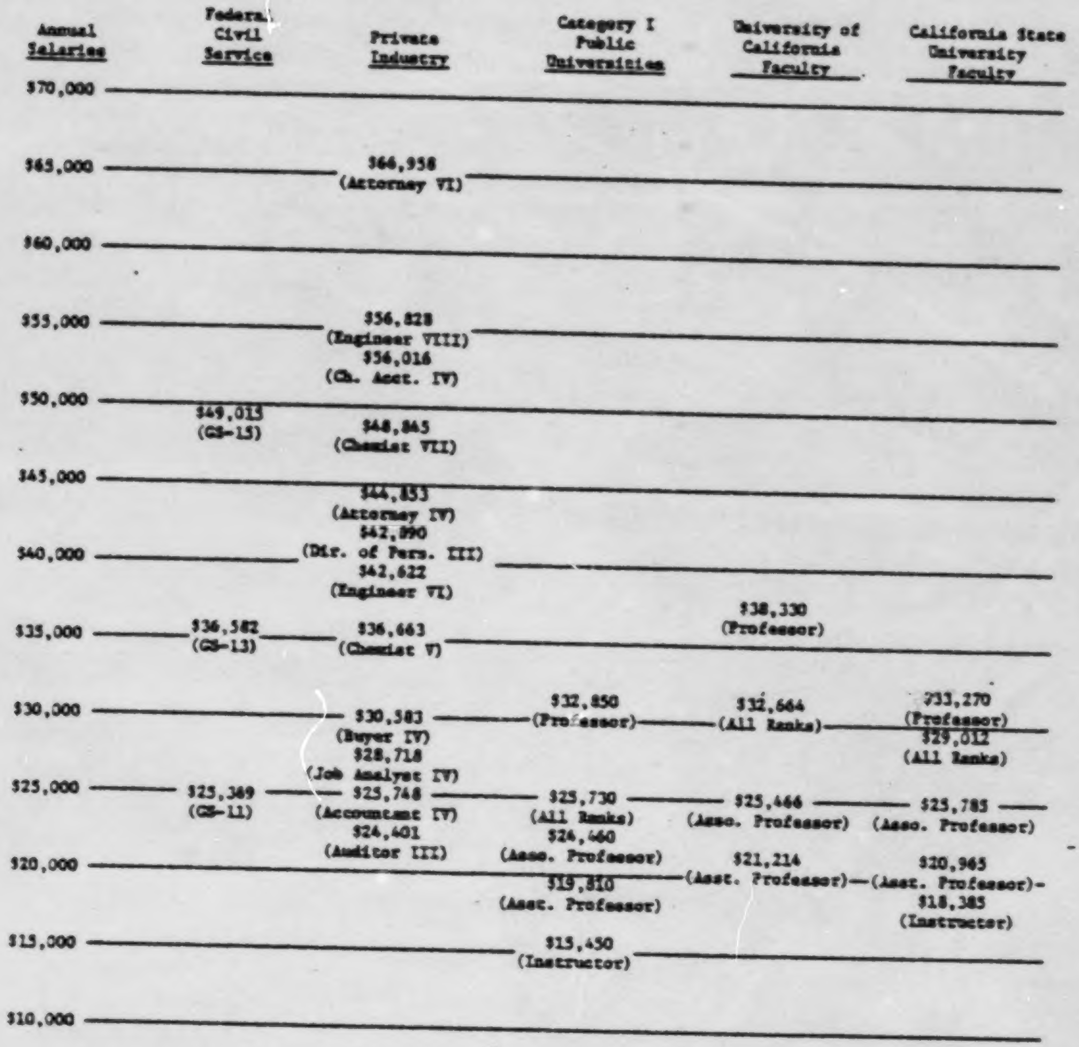


TABLE 16

SALARIES OR EARNINGS OF SELECTED FEDERAL WORKERS, OTHER PROFESSIONAL GROUPS, AND UNIVERSITY AND STATE UNIVERSITY FACULTY
1980-81



Sources: Federal Civil Service Employee Salaries and Private Industry Salaries or Earnings: U.S. Department of Labor, 1981, pp. 74-75.

Category I Public Universities: American Association of University Professors, 1981, p. 5.

University of California and California State University Faculty Salaries: California Postsecondaty Education Commission, 1981, Appendices E and F.

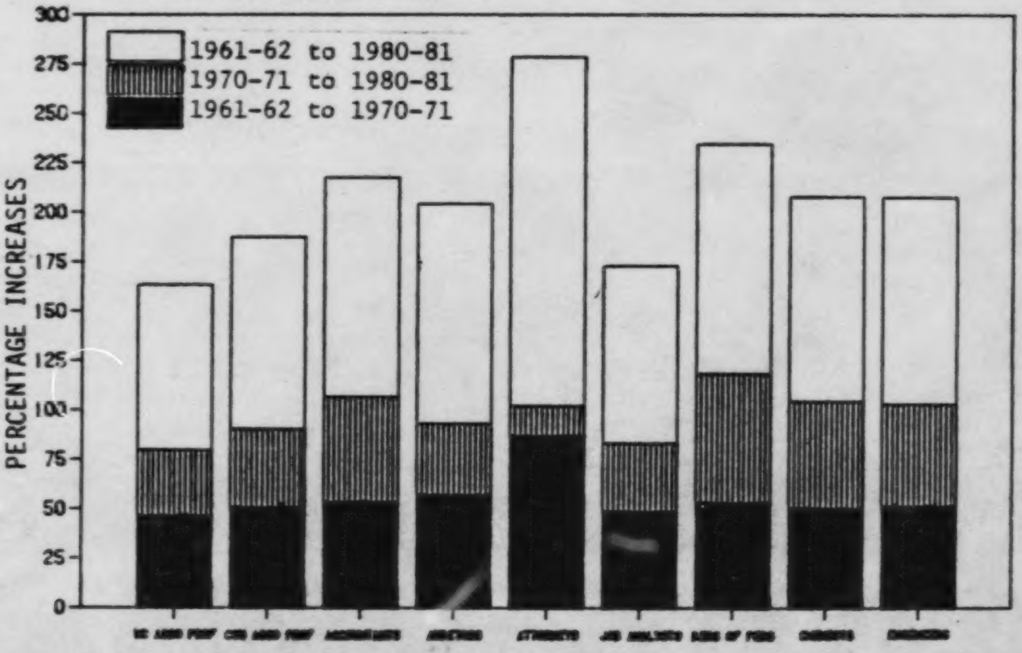
and it applies only to associate professors, as the University continues to hold a lead at the professor and assistant professor ranks. The reason for the State University lead at the associate rank is that far more State University associate professors occupy the top step than do University of California associate professors, a point which is discussed more fully in Chapter Three.

Tables 14 and 15, as well as Figure 11, show that every group except job analysts has received greater increases since 1961-62 than associate professors at either of the senior segments. In 1961-62, the average compensation for the seven occupations was $9,677, compared to $9,668 for University and $8,974 for State University associate professors. In 1980-81, the averages were $31,124 for the seven occupations, compared to $25,466 and $25,785 for University and State University associate professors, respectively. The gradually increasing salary advantage of the surveyed occupations over the professoriate is shown in Figure 12 below.

During this 20-year period, the University went from approximate parity to an 18.2 percent deficit while the State University went from a 7.3 percent deficit to a 17.2 percent deficit. Between

FIGURE 12

PERCENTAGE SALARY INCREASES FOR UNIVERSITY OF CALIFORNIA AND CALIFORNIA STATE UNIVERSITY ASSOCIATE PROFESSORS AND SEVEN OTHER PROFESSIONAL GROUPS
1961-62 TO 1970-71, 1970-71 TO 1980-81, AND 1961-62 TO 1980-81



1961-62 and 1971-72, the seven comparison occupations increased by an average of 64.9 percent compared to 45.9 percent for the University and 48.2 percent for the State University. Since then, the comparison groups increased by 95.0 percent compared to 80.5 percent at the University and 93.9 percent at the State University. Certain professions within the group fared especially well, attorneys and personnel directors in particular. The former showed a 278.7 percent salary increase since 1961-62 and the latter a 234.7 percent increase. Attorneys had an 18.4 percent lead over the University and a 24.2 percent lead over the State University in 1961-62. By 1980-81, those leads had increased to 43.2 percent and 42.5 percent, respectively. The numerical differences were $2,176 and $2,870 in 1961-62 and $19,387 and $19,068 in 1980-81, respectively. Within a percentage point or two, these conclusions apply equally well to full professors and to assistant professors, as Table 17 on the next page demonstrates. Thus, while it is generally recognized that California faculty salaries kept pace with or exceeded the cost of living in the 1960s and fell behind in the 1970s, other professional groups did better in both decades.

These findings are consistent with those reported by the American Association of University Professors (AAUP) as shown in Tables 16 and 17. Table 16 shows 1980-81 salaries for federal employees at three grades (GS-11, 13, and 15), salaries for professional groups surveyed by the Bureau of Labor Statistics, average all-ranks faculty salaries from the AAUP survey, and faculty salaries at the University of California and the California State University. Table 17 shows losses in real income for the same groups since 1969-70.

The faculty salaries listed in Table 16 are based on nine months of employment while those for the other occupations are for eleven. Adjusting the faculty averages for comparability by an increase of 22.2 percent (the difference between nine months and eleven) raises the AAUP all-ranks average to $31,442, the University of California all-ranks average to $39,916, and the State University all-ranks average to $35,453. Even with this adjustment, however, faculty salaries are raised only to the occupational levels of Buyer IV, Chemist V, Engineer VI, and Director of Personnel III, still well below the middle and higher ranges of many other professionals, attorneys in particular. In many academic disciplines, this poses major recruiting problems, but in such fields as business, engineering, and computer science, it has created particular difficulties, a problem to be addressed in Chapter Three.

TABLE 17

PERCENTAGE CHANGES IN REAL SALARIES FOR SELECTED FEDERAL WORKERS, OTHER PROFESSIONAL GROUPS, AND FACULTY 1969-70 TO 1979-80

	Percentage Change in Real Salaries		
Occupational Groups	1969-70 to 1979-80	1969-70 to 1974-75	1974-75 to 1979-80
Federal Civil Service			
GS-15	-13.3%	- 5.1%	- 8.7%
GS-13	-14.8	- 5.2	-10.2
GS-11	-15.9	- 5.2	-11.2
Selected Professional and Administrative Positions in Private Industry			
Auditor III	- 6.7%	- 2.6%	- 4.2%
Accountant IV	- 0.3	+ 0.7	- 1.0
Chief Accountant IV	+ 5.2	+ 1.1	+ 4.1
Attorney IV	0.0	+ 1.1	- 3.2
Attorney VI	-10.8	- 9.4	- 1.5
Chemist V	- 3.8	- 3.1	- 0.7
Chemist VII	- 2.8	- 0.4	- 2.4
Engineer VI	- 4.5	- 2.3	- 2.3
Engineer VIII	- 4.1	- 2.1	- 2.1
Job Analyst IV	- 1.9	+ 3.2	- 4.9
Buyer IV	- 2.8	- 0.4	- 2.4
Director of Personnel III	- 0.2	- 1.0	+ 0.8
All Faculty in AAUP Category I, Public Universities			
Professor	-19.3%	- 8.9%	-11.4%
Associate Professor	-19.6	- 9.4	-11.3
Assistant Professor	-21.1	- 9.8	-12.5
Instructors	-19.9	- 8.7	-12.3
University of California			
Professor	-18.0%	-11.0%	- 7.9%
Associate Professor	-18.1	- 9.4	- 9.6
Assistant Professor	-17.4	- 9.0	- 9.3
California State University			
Professor	-18.0%	- 8.6	-10.2%
Associate Professor	-15.2	- 8.6	- 7.1
Assistant Professor	-15.9	- 8.5	- 8.1
Instructor	-15.0	- 9.6	- 6.0

Sources: Federal and Private Industry: U.S. Department of Labor, Bureau of Labor Statistics, National Surveys of Professional, Administrative, Technical, and Clerical Pay, June 1970, March 1975, and March 1980.

Category I Public Universities: Annual reports of the American Association of University Professors.

University of California and California State University: Annual reports of the Coordinating Council for Higher Education and the California Postsecondary Education Commission.

CHAPTER THREE

SEGMENTAL RESPONSES TO COMPETITION FROM BUSINESS AND INDUSTRY

The Commission's final report on faculty salaries for 1981-82 quoted a number of articles which highlighted the current difficulties in filling faculty positions in business administration, engineering, and computer science. In April 1981, the Director's Report of the Commission included a summary of the national report, *Science and Engineering Education for the 1980s and Beyond*, published jointly by the National Science Foundation and the Federal Department of Education in October 1980. This report noted that "there are, at present, shortages of trained computer professionals and most types of engineers at all degree levels;" that "university engineering schools and departments which train computer professionals are unable to fill existing doctoral faculty positions"; that "there is an immediate problem of providing for the acquisition, retention, and maintenance of high-quality faculty to teach engineering and computer courses"; and that "the high cost of maintaining existing laboratory apparatus and of replacing obsolete apparatus and facilities is a severe problem for university faculty who engage in research in equipment-intensive fields such as electrical engineering, computer science, physics, chemistry, and the life sciences" (California Postsecondary Education Commission, 1981b, p. 6).

Simply stated, the problem is one of tremendous industrial demand which has raised engineering, computer science, and business salaries to very high levels; enormous enrollment demand from students who want to earn those salaries upon graduation; and a shortage of faculty to teach them. The faculty shortage has been created by the same factor as student demand; business and industry are paying doctorate holders far more than they can earn on campuses. A recent article in *Science* included a good summary ("United States and Technological Preeminence," 1981):

> In the past 10 years the approximately 280 U.S. engineering colleges have been stressed by a 100 percent increase in undergraduate enrollments and a decrease in U.S. graduate students. Although the baccalaureate degrees granted have increased by more than one-third in this period, the industrial demand for engineering baccalaureates has not been met. In electronic and computer engineering, a recent survey* indicated that the supply

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***Technical Employment Projections*, 1981-1983-1985. Palo Alto: American Electronics Association, 1981.

> is less than half the demand for the current year and will be less than one-third the demand in 1985. A direct result of attractive industrial job offers has been a decrease in the number of candidates available for faculty appointments. The best current estimates are that more than 10 percent of the available faculty positions in engineering and computing are vacant. The other major limitation is the obsolete status of much of the laboratory equipment available for instruction.

The 10 percent figure in Science may be conservative. On August 20, 1981, the Wall Street Journal reported:

> Even MIT hasn't been able to fill all its faculty jobs in such sought-after fields as microelectronics and computer engineering. At another top school, Cornell University's College of Engineering, some graduate seminars have expanded to 50 students from 20 in less than a decade, while seven of the school's 42 faculty positions in electrical engineering are unfilled. Across the country, 2,500 out of a total of 20,000 faculty positions are vacant, says Elizabeth Vetter, the executive director of the Scientific Manpower Commission in Washington (Lowenstein, 1981).

The article goes on to state that a baccalaureate engineering graduate can expect a starting salary of $22,500, "about 10 percent above the average salary for assistant professors with doctoral degrees." The College Placement Council reports that its most recent survey shows starting salaries closer to $25,000 for bachelor's degree engineers. Similar figures apply to business graduates, and the disparity between business faculty and corporate businessmen and women widens with seniority.

UNIVERSITY OF CALIFORNIA RESPONSES

On January 21, 1982, the University of California Regents approved a separate salary schedule for Business Administration/Management and Engineering faculty to take effect on June 30. This schedule is designed to provide a more attractive compensation structure to compete with business and industry and with other academic institutions. Although the University did not dwell on industrial competition as a reason for implementing the new schedule, it is clear from discussions with University officials that such competition was one reason for the Regental decision. The immediate reason was competition from other institutions with which the University competes for many of its faculty. Those institutions, and the

University's position with respect to them, are displayed in Table 18 on page 36 for business/management faculty in 1980-81 and in Table 19 on page 37 for engineering faculty in the 1981-82 academic year. Although the list of surveyed universities is not the same for both tables, the data nevertheless indicate the University of California's concern for a declining competitive position. Table 20 on page 38 compares the new University of California schedule with the old one and includes mean salaries from the 1981-82 engineering survey for comparison purposes.

CALIFORNIA STATE UNIVERSITY RESPONSES

The California State University lacks both the resources and the legislative authority to institute its own salary structure; thus it has sought to secure legislative approval for a new schedule designed to improve its competitive position in hiring and retaining faculty in high-demand areas. That schedule was discussed on pp. 47 and 57 of last year's Commission report on faculty salaries and need not be reiterated at any length here. In summary, it proposed the addition of between six and ten additional steps above existing ranges (ten for assistant professors and six for associate and full professors) with 2.5 percent intervals between steps. In addition, it called for a system of peer review and final approval of the chief campus officer prior to entry into the upper-level salary structure.

The Legislature rejected this proposal for three reasons: (1) it required a $1.6 million appropriation; (2) it was not specifically aimed at faculty in high-demand fields but applied to all faculty; and (3) it required peer review only for the higher steps, leaving advancement through the first five steps of each rank on an automatic annual-advancement basis as it has been for many years.

The phenomenon of automatic advancement has been discussed in previous Commission salary reports, and remains a major problem within the State University since it creates significant impaction at the top step of each rank. During the 1960s, when the State University's rapid enrollment growth necessitated the hiring of large numbers of new faculty, impaction was a minor problem; but in the late 1970s and early 1980s, it has become severe. Table 21 on page 39 and Figure 13 on page 40 show the percentage of faculty at each step of each rank for the past five years, clearly illustrating this problem.

(text continues on page 40)

TABLE 18

NINE-MONTH FACULTY SALARIES IN BUSINESS/MANAGEMENT AT THE UNIVERSITY OF CALIFORNIA AND OTHER UNIVERSITIES

1980-81

Professors		Associate Professors		Assistant Professors	
Average Salary	Institution Code	Average Salary	Institution Code	Average Salary	Institution Code
$45,851	A	$32,957	I	$26,911	I
45,569	I	32,883	E	26,540	F
44,900	M	32,500	Q	26,442	H
44,483	F	31,175	F	26,393	Q
42,750	P	30,584	L	26,335	C
42,239	N	30,267	A	26,332	O
42,047	O	30,088	H	25,704	L
41,505	E	29,789	N	25,662	A
41,163	B	29,602	O	25,266	D
40,661	D	29,222	B	25,123	B
$40,576	Mean of 20	$29,056	Mean of 20		
40,533	L	28,890	D	24,974	R
				$24,958	Mean of 20
39,522	G	28,700	P	24,442	E
$39,050	University of California				
38,965	Q	28,413	R	24,266	G
		$28,266	University of California		
38,886	H	28,250	M	24,125	N
38,122	R	27,931	G	23,933	S
37,400	K	27,900	K	23,800	M
				$23,253	University of California
36,620	S	27,822	S	23,250	P
35,505	J	26,282	J	22,700	K
34,130	C	26,015	C	22,021	J

TABLE 19

NINE-MONTH FACULTY SALARIES IN ENGINEERING AT THE UNIVERSITY OF CALIFORNIA AND TWELVE OTHER UNIVERSITIES 1980-81

Professors		Associate Professors		Assistant Professors	
Average Salary	Institution Code	Average Salary	Institution Code	Average Salary	Institution Code
$46,580	A	$35,505	A	$28,722	A
43,889	C	31,943	C	28,411	B
43,070	I	31,320	D	28,049	C
41,800	F	30,955	B	27,715	D
41,775	D	30,900	F	26,467	E
				$26,066	Mean of 12
41,767	B	30,536	E	26,000	F
		$29,932	Mean of 12		
40,975	L	29,251	G	25,375	G
$40,937	Mean of 12				
40,197	G	29,170	J	25,274	H
40,044	E	27,675	L	24,779	I
$39,587	University of California	$27,598	University of California		
39,107	J	27,406	I	24,084	J
36,941	K	27,356	K	24,052	K
35,102	H	27,163	H	23,870	L
				$23,275	University of California

TABLE 20

EXISTING 1981-82 AND REVISED 1982-83 SALARY SCHEDULES FOR UNIVERSITY OF CALIFORNIA BUSINESS/MANAGEMENT AND ENGINEERING FACULTY ON NINE-MONTH APPOINTMENT

Academic Rank	Step	Existing Schedule	Revised Schedule	Percent Difference
Professor (Mean Engineering Salary at Comparison Institutions, $40,937)	1	$30,100	$37,000	22.9%
	2	33,200	39,000	17.5
	3	36,800	41,500	12.8
	4	40,200	44,000	9.5
	5	43,600	48,000	10.1
	6	47,100	52,400	11.3
Associate Professor (Mean Engineering Salary at Comparison Institutions, $29,932)	1	$24,600	$32,500	32.1%
	2	26,000	33,900	30.4
	3	27,600	35,300	27.9
	4	30,000	Only 3 Steps in Range	
	5	33,100	Only 3 Steps in Range	
Assistant Professor (Mean Engineering Salary at Comparison Institutions, $26,066)	1	$19,700	$24,500	24.4%
	2	20,500	27,000	31.7
	3	21,700	29,000	33.6
	4	23,100	30,900	33.8
	5	24,500	Only 4 Steps in Range	
	6	25,900	Only 4 Steps in Range	

TABLE 21

PERCENTAGE OF CALIFORNIA STATE UNIVERSITY FACULTY BY RANK AND STEP 1977-78 THROUGH 1981-82

Rank and Step	Step	1977-78	1978-79	1979-80	1980-81	1981-82
Professor	1	9.6%	8.7%	8.5%	7.9%	7.0%
	2	8.6	8.9	8.0	8.3	7.5
	3	9.2	7.9	8.2	7.6	7.8
	4	7.1	8.3	7.6	7.9	7.1
	5	65.5	66.2	67.7	68.3	70.6
Associate Professor	1	12.2	11.3	10.8	11.6	12.2
	2	14.5	13.1	12.5	12.0	13.1
	3	18.1	15.3	13.9	13.4	13.2
	4	18.6	18.0	15.6	14.2	13.5
	5	36.6	42.3	47.2	48.8	48.0
Assistant Professor	1	2.2	1.8	1.9	2.4	1.9
	2	5.3	6.2	4.8	5.4	6.1
	3	13.4	11.7	13.0	12.4	14.1
	4	18.0	15.5	14.1	16.1	17.1
	5	61.1	64.8	66.2	63.7	60.8
Average (All Ranks)	1	8.8	8.1	8.0	8.0	7.6
	2	9.7	9.7	8.8	8.8	8.8
	3	13.0	10.9	10.7	10.0	10.2
	4	13.2	12.7	11.1	11.0	10.3
	5	55.3	58.6	61.4	62.2	63.1

By contrast, the University of California has a merit system which generally results in much slower advancement through the ranks and steps of the professorial ladder. Although data are available only for the 1980-81 academic year, the difference in salary administration policy is clearly evident, as Table 22 and Figure 14 on page 41 illustrate.

Denied the opportunity to add additional steps to existing professorial ranks, the State University has opted for placement of junior faculty in senior ranks. As noted in a recent Trustee agenda item (1982, p. 1):

> As a result of . . . hiring problems(s) the CSU campuses have had no alternative but to devise special accommoda-

FIGURE 13

PERCENTAGE OF CALIFORNIA STATE UNIVERSITY FACULTY AT EACH STEP
(ALL RANKS COMBINED)
1977-78 TO 1981-82

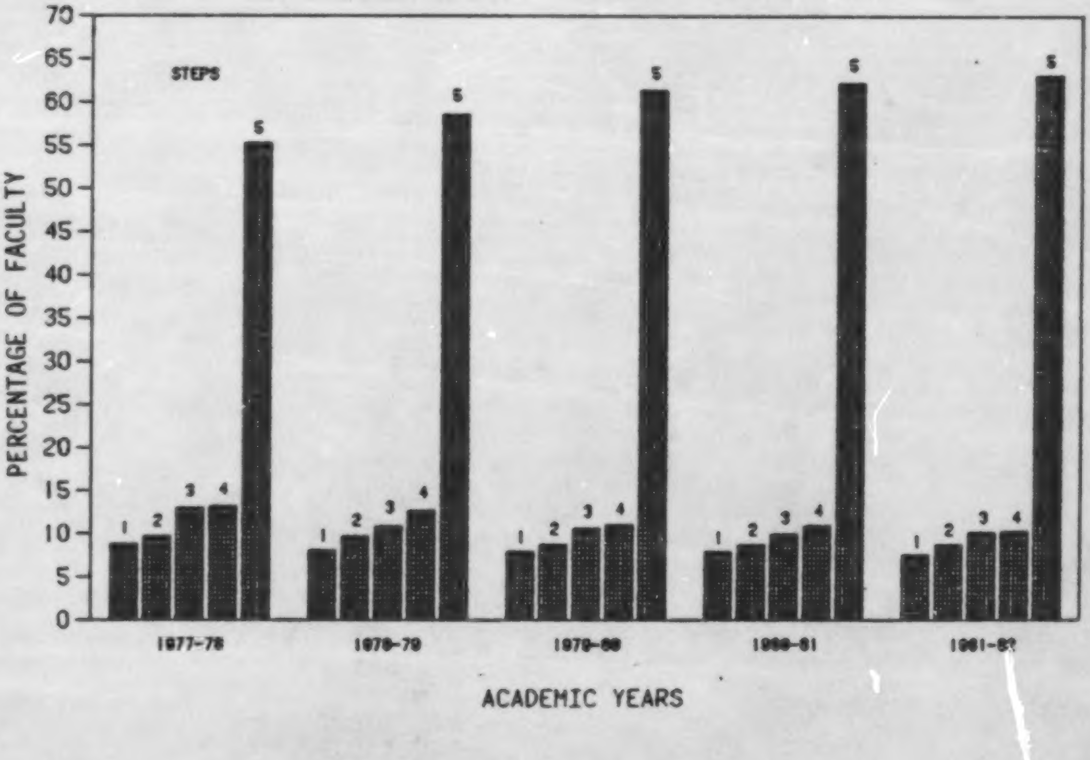


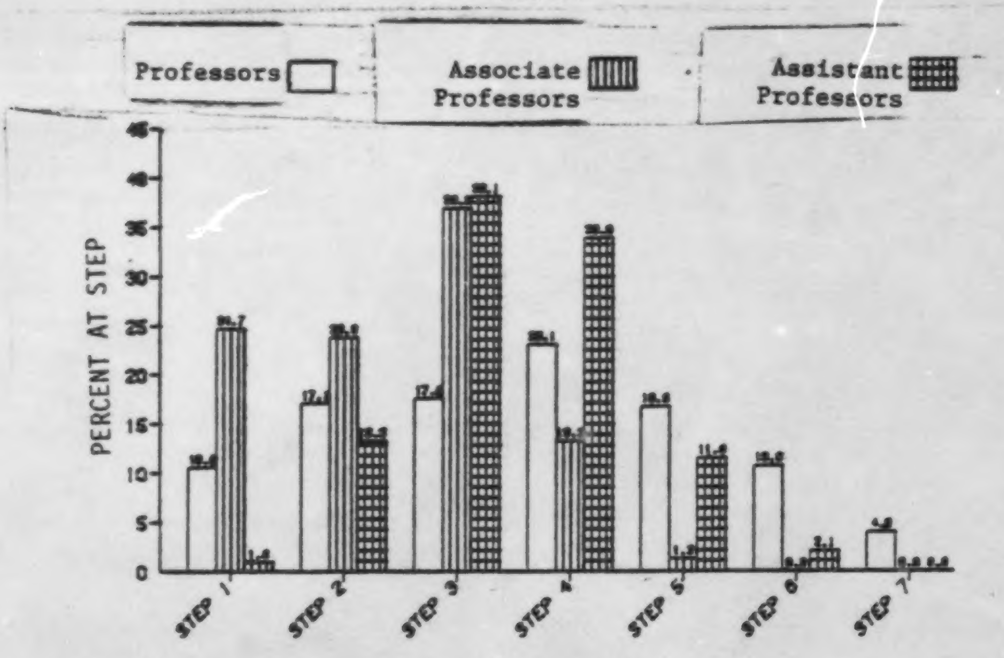
TABLE 22

UNIVERSITY OF CALIFORNIA FACULTY DISTRIBUTION BY RANK AND STEP
1980-81

Rank	1	2	3	4	5	6	7	Totals
Professor								
Number	250	403	415	545	397	254	93	2,357
Percent	10.6%	17.1%	17.6%	23.1%	16.8%	10.8%	4.0%	100.0%
Associate Professor								
Number	308	297	460	165	16	---	---	1,246
Percent	24.7%	23.8%	36.9%	13.3%	1.3%	0.0%	0.0%	100.0%
Assistant Professor								
Number	9	115	330	294	101	18	---	867
Percent	1.0%	13.3%	38.1%	33.9%	11.6%	2.1%	0.0%	100.0%
Totals								
Number	567	815	1,205	1,004	514	272	93	4470
Percent	12.7%	18.2%	26.9%	22.5%	11.5%	6.1%	2.1%	100.0%

FIGURE 14

UNIVERSITY OF CALIFORNIA FACULTY DISTRIBUTION BY RANK AND STEP
1980-81



> tions. For example, CSU campuses have had to make more and more appointments into upper academic ranks in order to compete with other colleges and universities even though the applicant may not have yet demonstrated all of the qualifications normally required by that level of appointment.

Where normal entry is at assistant professor, step 3, a large number of appointments have been made at associate and full professor levels. The percentage of such appointments is shown by discipline in Table 23 on the opposite page.

The number of faculty involved in these percentages over the three-year period was not indicated in the Trustees' agenda item, but another table indicated that 493 new faculty were appointed in Fall 1981 alone--166 in business administration, computer science, and engineering--indicating that the number of appointments of new faculty to upper ranks is considerable.

The problem with upper-rank appointment is that it tends to undercut the tenure process. Normally, State University faculty are expected to serve a four-year probationary period at the assistant-professor level prior to being granted tenure and appointment to the associate-professor level. At the time tenure is awarded or denied, the professor undergoes a lengthy review of his academic credentials and performance. But if faculty are appointed initially to an upper rank, the purpose of the probationary period tends to become confused, and it is often assumed that tenure will be virtually automatic. Higher level appointments can also cause resentment from assistant professors who may feel that they are being forced to operate under a different set of standards than their more highly paid, but still untenured, colleagues.

In an attempt to alleviate some of these problems, on March 24, 1982, the Trustees approved a resolution which permits what amount to off-scale appointments. It will allow assistant professors in business administration, computer science, and engineering to be paid at associate professor rates while retaining the title of assistant professor. The policy will be in effect only for the 1982-83 academic year, since it is anticipated that both salaries and salary administration will be negotiated through a collective bargaining agreement in subsequent years. In the interim, the new policy may help to solve some of the system's acute recruiting problems. A complete solution to all of the State University's salary problems, however, including those of impaction and noncompetitive salaries in high-demand disciplines, will probably not be found in the near future.

TABLE 23

LEVEL OF APPOINTMENT OF NEW TENURE-TRACK FACULTY
CALIFORNIA STATE UNIVERSITY
FALL 1979 THROUGH FALL 1981
(THREE-YEAR SUMMARY)

	Percent by Discipline		
Discipline	Assistant Professor	Associate Professor	Professor
Computer Science	22%	47%	31%
Engineering	25	50	25
Architecture	25	50	25
Business Administration	29	43	28
Agriculture	40	40	20
Public Affairs	46	27	27
Psychology	50	16	31
Biological Sciences	53	21	26
Home Economics	53	32	16
Health Related	58	30	13
Education	58	28	14
Mathematics	59	33	9
Communications	59	32	9
Physical Sciences	65	22	13
Fine Arts	68	29	9
Letters	71	16	13
Foreign Languages	71	14	7
Social Sciences	72	18	10

FACULTY HOUSING SUBSIDY PROGRAM

It has been acknowledged for some time that one of the major impediments of the University and the State University to hiring outstanding new faculty is the high price of real estate in virtually all urban areas of the State. A 1981 report by two Bank of America analysts, Michael Salkin and Dan Durning, traces the cost history of single-family homes in California since 1970. Other housing cost estimates from the Bank of America's Economic Outlook--California 1982 and from the California Association of Realtors' California Real Estate Trends Newsletter, together with the annual changes in the Consumer Price Index and the Implicit Price Deflator for Personal Consumption Expenditures, are shown in Table 24 on page 45. The differences in the estimates are caused by differences in sample populations and in times of the year when the samples were taken. In spite of these differences, however, the estimates clearly indicate the extremely rapid rise in home prices that has affected all California home buyers and which has caused severe recruiting problems for both the University and the State University, especially where junior faculty are concerned.

In August 1979, the Regents approved the sale of $25 million in revenue bonds to assist in the recruitment and retention of faculty on all nine campuses of the University. Termed the "Faculty Home Loan Program," it provided loans to qualified faculty members up to a maximum of $135,000 per individual at an interest rate of 6.875 percent. In order to qualify, the faculty member was required (1) to be a member of the academic senate, (2) to satisfy campus officials that he or she would either leave the campus or not accept a position if the loan were not offered, and (3) to meet all the requirements of Crocker Bank which acted as trustee for the funds.

Even if the faculty member met all these requirements, he or she must have been in a field which was undergoing severe recruitment problems, since the purpose of the program was to strengthen individual departments and not necessarily to aid all faculty members, either in place or prospective, who needed help. Many faculty with greater needs than those who received loans failed to receive them because they were not in high-demand fields. In toto, 196 loans were awarded, 69 to professors, 31 to associate professors, 80 to assistant professors, and 16 to such persons as librarians, provosts, and deans. The program is now fully committed.

In January 1982, the University began another program which is entitled the "Faculty Mortgage Program." It involves an agreement with the Bank of America whereby the Regents purchased a number of existing 9 percent mortgages from the bank in return for the bank's underwriting $15 million worth of mortgages at 12 percent. In

TABLE 24

ESTIMATES OF HOUSING PRICES IN CALIFORNIA IN COMPARISON TO CHANGES IN THE CONSUMER PRICE INDEX AND THE IMPLICIT PRICE DEFLATOR FOR PERSONAL CONSUMPTION EXPENDITURES 1970 TO 1982

Year	Salkin-Durning Estimate	Bank of America Estimate	California Association of Realtors Estimate	Consumer Price Index	Implicit Price Deflator
1970	$ 24,300	N/A	N/A	5.9%	4.5%
1971	26,500	N/A	N/A	4.3	4.4
1972	28,400	N/A	N/A	3.3	3.5
1973	31,000	N/A	N/A	6.2	5.5
1974	34,100	N/A	N/A	11.0	10.9
1975	41,000	$ 43,400	N/A	9.1	8.0
1976	47,900	48,275	$ 50,772	5.8	5.1
1977	61,300	60,663	63,021	6.5	5.7
1978	69,800	69,922	71,872	7.7	6.7
1979	82,800	82,375	87,886	11.4	8.3
1980	98,000	97,961	97,593	13.4	10.2
1981	107,700*	107,750*	102,551*	10.4	8.3
1982	116,900*	117,455*	N/A	5.7*	5.0*
Net Increase					
1970-1981	343.2%	N/A	N/A	134.2%	109.5%
1975-1981	162.7	148.3%	N/A	69.0	53.3
1976-1981	124.8	123.2	102.0%	59.8	45.9

*Estimated

several ways, this is a profitable arrangement for both parties, since the University obtains a reasonable rate of return on its investment and faculty members can obtain mortgage money at less than existing market rates. Qualification for the program is virtually identical to that for the Faculty Home Loan Program, and University officials indicate that about five mortgages have already been extended under the program.

The University is also instituting two other programs to assist faculty members in purchasing homes. The first is called the "Salary Differential Housing Allowance Program" and is slated to begin this April and extend for five years. As with all other University housing programs, no State funds are involved, but unlike the other programs, no Regents' funds are involved either. The program is essentially an authorization for the campuses to raise their own funds to aid prospective faculty members who would not otherwise accept faculty positions. It does not apply to current faculty. Eligibility for the program is the same as for the others, but involves direct salary subsidies rather than loans, the subsidy to be negotiable between the individuals and the campus administrations.

Finally, under the "Short Term Housing Loan Program," as of this April the Regents are loaning $2 million to the campuses at 6 percent interest which must be repaid in eight years. Qualified individuals may borrow up to $25,000 from their campus with interest rates, repayment terms, and down payment to be negotiable.

As a contrast, it should be noted that Stanford University (one of the University's eight comparison institutions and one that has found housing costs to be its single biggest barrier to faculty recruitment) recently initiated its own housing subsidy program. Funded for $2.25 million, the program provides grants of between $3,565 and $8,379 (depending on salary) which are intended to make up the difference between housing costs in California and national averages, a difference Stanford estimates at about 40 percent. Each grant is to be reduced by one-seventh of the principal amount each year and eliminated entirely after seven years. Annual salary increases are expected to make up the difference.

Some indications exist that housing prices will decline in the immediate future. The January 10, 1982, issue of the California Real Estate Trends Newsletter, published by the California Association of Realtors states that

> A result of sluggish sales activity, there continues to be some downward adjustment in the rate of housing price appreciation. In November, the statewide median sales price declined 3.0 percent. On a 12-month basis, prices

> were appreciating at a rate of only 5.1 percent, the lowest annualized rate of appreciation recorded this year.

With the prime rate falling (as noted in Chapter 1) and great national concern over the size of federal budget deficits, there is a chance that the interest market will fall to levels that will again make home purchase attractive. Should that occur, the housing industry may again build sufficient housing to raise the supply of homes up to demand levels, with a resulting stabilization or even decline in prices. This is obviously a very tentative possibility at present, but the prospects for housing availability at affordable prices are better than they have been in some years.

CHAPTER FOUR

PROJECTED SALARIES AT THE UNIVERSITY OF CALIFORNIA AND THE CALIFORNIA STATE UNIVERSITY REQUIRED FOR PARITY WITH COMPARISON INSTITUTION PROJECTIONS 1981-82 AND 1982-83

On November 20, the Regents of the University of California approved a request for a 9 percent increase in faculty salaries for the 1982-83 academic year. The University based this request on several factors: (1) an anticipated rate of change in the Consumer Price Index of 8.5 percent nationally and 8.4 percent in California; (2) the continuing high cost of housing in California; and (3) the probability that the parity requirements derived from comparison institution projections are understated. The University also noted that there have been losses in real income of between 15 and 19 percent but did not ask for additional funds to compensate for those losses.

The California State University will not submit a request for faculty salary increases for the budget year. The principal reason for this is the uncertainty surrounding collective bargaining. On February 2, 1982, the Public Employment Relations Board announced the results of the preliminary election for an exclusive bargaining agent. In the election, only health center physicians and dentists selected an agent--the Union of American Physicians. Faculty were split in their preferences between the United Professors of California (UPC) and the Congress of Faculty Associations (CFA). The results of the election are shown in Table 25. The runoff election is scheduled for April 12 through May 4.

TABLE 25

RESULTS OF PRELIMINARY ELECTION FOR THE SELECTION OF AN EXCLUSIVE FACULTY BARGAINING AGENT AT THE CALIFORNIA STATE UNIVERSITY

Candidate	Votes Received	Percentage of Vote
United Professors of California	6,316	42.2%
Congress of Faculty Organizations	6,267	41.8
No Representation	2,400	16.0
Totals	14,983	100.0%

Regardless of the outcome of the election and possible subsequent negotiations, the Commission will follow its usual procedure of presenting the results of the comparison institution projections for the budget year. These numerical results are shown in Table 26 below. The percentage computations are presented in Appendices E and F.

Table 26 shows that the University and the State University all-ranks average salaries for the current year are 2.0 percent behind and 4.0 percent ahead of the average for their respective comparison groups in the current year. These percentages show some regression from those reported in this year's preliminary report, which showed leads of 1.1 and 5.3 percent, respectively, in the current year and required adjustments of 5.5 and 0.5 percent, respectively, in the budget year. Assuming predictive accuracy again, Table 26 also shows that for 1982-83 the University and the State University will require faculty salary increases of 9.8 and 2.3 percent, respectively, to equal the projected salaries at their comparison institutions.

As noted above, the projections in Table 26 are based on salary increases at the comparison institutions over a five-year period. In recent years, this projection formula has been criticized on the grounds that recent rapid increases in the cost of living and in salaries at comparison institutions tend to depress the projected salaries of the comparison institutions and show the California institutions in a more favorable position than they actually are. In other words, while the five-year averages for the comparison institutions may show an increase of 7 percent, their actual increases may be higher.

TABLE 26

ALL-RANKS AVERAGE SALARY REQUIRED AT THE UNIVERSITY OF CALIFORNIA AND THE CALIFORNIA STATE UNIVERSITY TO EQUAL THE COMPARISON INSTITUTION PROJECTIONS 1981-82 AND 1982-83

Institution	UC and CSU Salaries in 1981-82	Comparison Institutions' Salary Projections 1981-82	1982-83	Comparison Inst. Projections Lead UC and CSU by: 1981-82	1982-83
University of California	$35,002	$35,688	$38,436	+1.96%	+9.81%
California State University	$30,992	$29,764	$31,701	-3.96%	+2.29%

Table 15 in the December 1981 preliminary salary report tended to support the conclusion that the parity figures were understated. Updated information received from the comparison institutions since then has confirmed this assessment. Where the University and the State University showed salary increase needs of 5.5 and 0.5 percent for 1982-83 based on 1980-81 data, the more recent data shows needs of 9.8 and 2.3 percent, respectively--both increases caused by current-year salary adjustments in the comparison institutions which were larger than the average for the previous five years.

Figure 15 below and Table 27 on p. 52 show the annual comparison institution increases for the past five years, with the mean of those years indicated by a single line across Figure 15. Clearly, the increases of recent years have tended to render the parity figures more conservative than they should be. At the same time, the 1981-82 data indicate a leveling of increases, and if that trend should continue, or if increases decline next year in response to the decline in the rate of inflation noted in Chapter One, the parity figures for 1983-84 will probably be overstated by a percentage point or two. Should that be likely, the Commission will so indicate in future reports.

FIGURE 15

ANNUAL AND FIVE-YEAR MEAN PERCENTAGE INCREASES IN FACULTY SALARIES AT COMPARISON INSTITUTIONS OF THE UNIVERSITY OF CALIFORNIA AND THE CALIFORNIA STATE UNIVERSITY
1977-78 TO 1981-82

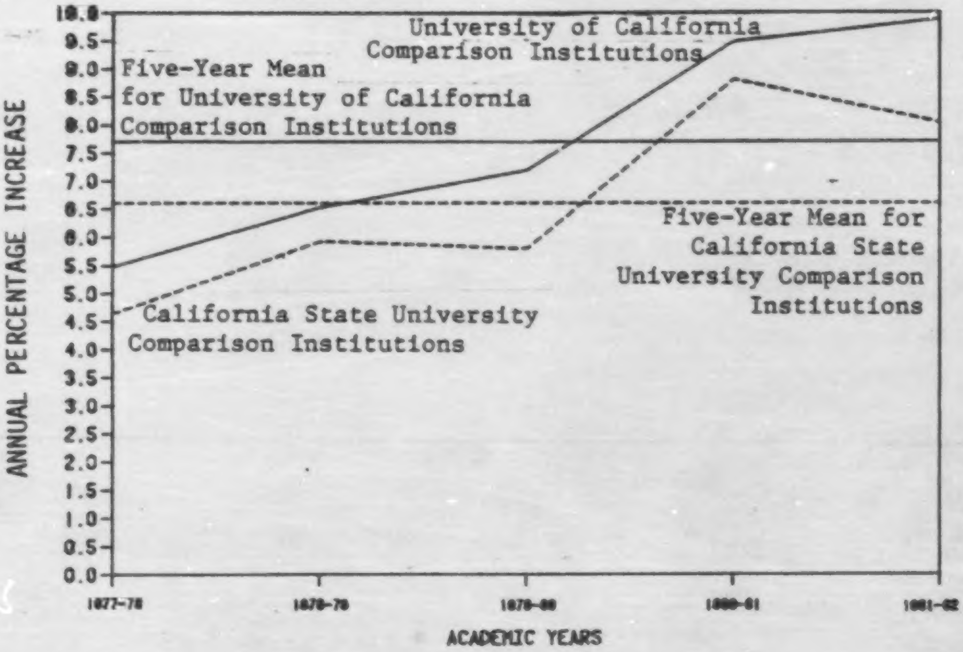


TABLE 27

COMPARISON INSTITUTION AVERAGE SALARIES 1976-77 THROUGH 1981-82

Item	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82
Professor						
Univ. of Calif.						
Comparison Inst.						
Amount	$28,828	$30,386	$32,383	$34,794	$38,144	$41,714
% Change	--	5.40%	6.57%	7.45%	9.63%	9.36%
Calif. State Univ.						
Comparison Inst.						
Amount	$25,171	$26,293	$27,822	$29,407	$32,010	$34,308
% Change	--	4.46%	5.82%	5.70%	8.85%	7.18%
Associate Professor						
Univ. of Calif.						
Comparison Inst.						
Amount	$19,524	$20,646	$21,943	$23,528	$25,635	$28,126
% Change	--	5.75%	6.28%	7.22%	8.96%	9.72%
Calif. State Univ.						
Comparison Inst.						
Amount	$19,024	$19,973	$21,224	$22,494	$24,564	$26,283
% Change	--	4.99%	6.26%	5.98%	9.20%	7.00%
Assistant Professor						
Univ. of Calif.						
Comparison Inst.						
Amount	$15,509	$16,365	$17,447	$18,372	$20,096	$22,941
% Change	--	5.52%	6.61%	5.30%	9.38%	14.16%
Calif. State Univ.						
Comparison Inst.						
Amount	$15,371	$16,129	$17,061	$18,066	$19,443	$21,137
% Change	--	4.93%	5.78%	5.89%	7.62%	8.71%
All-Ranks Average*						
Univ. of Calif.						
Amount	$24,630	$25,979	$27,674	$29,665	$32,478	$35,688
% Change	--	5.48%	6.52%	7.19%	9.48%	9.88%
Calif. State Univ.						
Comparison Inst.						
Amount	$21,887	$22,902	$24,258	$25,662	$27,919	$30,161
% Change	--	4.64%	5.92%	5.79%	8.80%	8.03%

*All-ranks averages are based on the staffing patterns contained in Appendices E and F.

Further data on the predictive mechanism are shown in Table 28.. It presents the mean predictive error for both the preliminary and final Commission salary reports since 1973-74. (The mean predictive error is derived by adding the numerical values, ignoring the pluses and minuses for the eight years shown in Table 28, and dividing by eight.) From these deviations, it can be seen that, in times of relative economic stability, the projection methodology is extremely reliable, particularly in the final report. The only years where large errors occurred were 1975-76, 1980-81, and 1981-82, especially the latter two years, and it is also clear why those errors showed up. In 1974-75, the CPI rose 11.1 percent--the highest rate in decades. This rate was reflected the following year in higher-than-normal faculty salary increases at comparison institutions. More recently, in 1979-80, the CPI rose 13.3 percent, causing 1980-81 salary increases to be similarly abnormal. The 1980-81 CPI increase of 11.5 percent explains the 1981-82 salary deviations.

TABLE 28

ANNUAL PERCENTAGE DIFFERENCES BETWEEN PREDICTED AND ACTUAL ALL-RANKS AVERAGES IN COMPARISON INSTITUTIONS
1973-74 THROUGH 1981-82

	UC Comparison Inst. Average Salary Exceeds Projection By:		CSU Comparison Inst. Average Salary Exceeds Projection By:	
Year	Preliminary Report	Final Report	Preliminary Report	Final Report
1973-74	+0.4%	+0.3%	-3.1%	-2.8%
1974-75	+3.3	+0.8	-0.3	+0.6
1975-76	+2.6	+1.8	+3.7	+3.3
1976-77	+1.6	-0.9	+3.7	-0.8
1977-78	-1.8	+0.3	-2.3	-1.2
1978-79	+1.6	+1.2	+0.2	+1.1
1979-80	+3.0	+1.5	+1.0	+0.1
1980-81	+5.2	+3.3	+3.0	+3.5
1981-82	+7.6	+3.3	+6.1	+3.1
Mean Predictive Error 1973-74 to 1981-82	±3.0%	±1.5%	±2.6%	±1.8%

CHAPTER FIVE

PROJECTED COST OF FRINGE BENEFITS AT THE UNIVERSITY OF CALIFORNIA, THE CALIFORNIA STATE UNIVERSITY, AND THEIR RESPECTIVE COMPARISON INSTITUTIONS

The projected 1982-83 costs of fringe benefits at the University of California and the California State University are shown in Table 29.

Fringe benefits for faculty consist of retirement, Social Security, unemployment insurance, Worker's Compensation, health insurance, life insurance, and disability insurance. The largest component of the benefit package is retirement, which amounts to approximately 80 percent of all countable fringe benefits at the University and 70 percent at the State University. This single factor has a profound effect on the usefulness of the data in Table 29, since the employer's cost of providing a retirement program may bear only an indirect relationship to the benefits received by the employee. (For further discussion of this problem, see the recent report of the Commission, Approaches to Studying Faculty Fringe Benefits in California Higher Education: An Analysis of the Feasibility of Alternative Measurements [1981a].)

TABLE 29

ALL-RANKS AVERAGE COST OF FRINGE BENEFITS REQUIRED AT THE UNIVERSITY OF CALIFORNIA AND THE CALIFORNIA STATE UNIVERSITY TO EQUAL THE COMPARISON INSTITUTIONS PROJECTIONS FOR 1982-83

Institution	Cost of Fringe Benefits in 1981-82	Comparison Institution Projected Cost of Fringe Benefits in 1982-83	Projected Percentage Increase Required: 1982-83
University of California	$9,390	$6,703	-28.62%*
California State University	$8,899	$6,543	-29.10%**

* Adjusted for the effect of a 9.81 percent range adjustment.

** Adjusted for the effect of a 2.29 percent range adjustment.

There are, of course, many different types of retirement programs in operation across the country. Some are funded by public agencies, some through private associations, and others through insurance companies. In some cases, the public retirement program is self-contained within the institution (e.g., the University of California Retirement System--UCRS). In other cases, the program includes public agencies outside of postsecondary education (e.g., the Public Employees Retirement System--PERS, which includes State University faculty and nonacademic employees along with most other State employees).

Because payments to and benefits from these fringe benefit programs vary widely, it is virtually impossible to make a precise determination of the benefits received by analyzing dollar contributions. Additionally, there are the problems of vesting and portability. Some retirement systems become vested with the employee after only a year or two, while others require considerably longer. A faculty member who works in one system for four years may not yet have his benefits vested, while a faculty member in another system may enjoy the vesting benefit. An employee who leaves a retirement program prior to vesting receives no benefits in spite of the fact that payments have been made by his or her employer. Further, some retirement programs permit an employee to carry the employer's contributions with him when he goes to a new employer; others do not. This feature, generally referred to as "portability," can be a major benefit, but it is not reflected in the cost figures that are currently used to indicate the relative status of University and State University faculty vis-a-vis their comparison groups.

Another ingredient in the fringe benefit stew is the fact that not all benefits are included in the current methodology. For example, some institutions may offer as benefits, in addition to retirement programs, Social Security contributions, medical insurance, tuition waivers or reductions for dependents, free athletic tickets, dental insurance, discounted housing, and similar perquisites. Such financial incentives may not be reflected in the comparisons at the present time since it can be very difficult to assign a monetary value to them, but they could have much to do with the overall attractiveness of a university to a prospective or continuing faculty member.

For these reasons, a caveat included in several previous salary reports should again be stressed: *the reliability of the fringe benefit data shown in Table 29 is limited and should be used with the utmost caution*. Until better data become available, the segmental view that fringe benefits for faculty should correspond to those for all other State employees is probably the most reasonable policy to follow.

CHAPTER SIX

COLLECTIVE BARGAINING*

Collective bargaining for the University of California and the California State University is governed by AB 1091 (744 Stats. 1978, codified as Cal. Gov't. Code Section 3560 et. seq.). Among its provisions, it states that the Public Employment Relations Board (PERB) shall establish units of representation and act as the final arbiter in all disputes between employers and employees. Following the determination of units, elections are held among the members of those units to decide each group's exclusive representative or "no representation," since the latter option must be made available in all elections. If more than two candidates are on the ballot--including "no representation"--and none receives a majority of the vote, a runoff must be held between the two highest vote recipients.

UNIVERSITY OF CALIFORNIA

AB 1091 is written somewhat differently for each of the four-year segments. At the University, elections are held on a campus-by-campus basis at times selected by PERB. Any campus voting for a representative may engage in bargaining, but only on local issues; no monetary issues may be bargained unless the entire system is under collective bargaining. If enough campuses vote for a representative so that at least 35 percent of all University faculty support collective bargaining, PERB will conduct a statewide election to determine a single representative for all University faculty, such representative to bargain for all major issues such as salaries, fringe benefits, paid leaves, teaching loads, and working conditions.

At present, elections have been held on three University campuses, Berkeley, Los Angeles, and Santa Cruz. The first of these was in April 1980 at Berkeley, where the available choices were the Faculty Association and No Representation. The other two were held in November 1980 among the Faculty Association, No Representation, and the American Federation of Teachers. In two of these elections, runoffs were necessary. The results are shown in Table 30.

Santa Cruz is, therefore, the only University campus to opt for collective bargaining, and since it represents only about 5 percent of all University of California faculty, no statewide election is planned at the present time. The Faculty Association at Santa Cruz will engage in bargaining on a number of nonfinancial issues which bear only on their local situation with all other issues to be determined on a "meet and confer" basis with the Regents as it was before passage of the Berman Act.

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*Although the term "collective bargaining" is used here, California's law is actually a "meet-and-confer" type statute.

CALIFORNIA STATE UNIVERSITY

In the California State University, AB 1091 provides for a single, statewide election for an exclusive representative. As noted briefly in Chapter Four, this election was held between December 14, 1981, and January 26, 1982; the results were announced on February 2, 1982, and showed a very close contest between the United Professors of California (42.2 percent of the vote), the Congress of Faculty Associations (41.8 percent), and No Representation (16.0 percent). Because no candidate received a majority vote, a runoff is required between the United Professors and the

TABLE 30

RESULTS OF COLLECTIVE BARGAINING ELECTIONS
AT THE UNIVERSITY OF CALIFORNIA

Campus and Representative	Percentage of Vote Received	
	Primary Election	Runoff
Berkeley		
Faculty Association	47.3%	None Required
No Representation*	52.7	
Los Angeles		
Faculty Association	40.9	48.6%
American Federation of Teachers	14.1	--
No Representation*	45.0	51.4
Santa Cruz		
Faculty Association*	40.0	54.5
American Federation of Teachers	23.9	--
No Representation	36.1	45.5

*Election winner.

Congress of Faculty Associations. The results of this election will probably be announced by PERB by middle or late May, a date which will almost certainly prevent the establishment of a formal bargaining process for the 1982-83 budget year.

Once an exclusive representative is chosen--a certainty in the State University now that No Representation has been eliminated from consideration, but an unlikely possibility at the University at the present time--a unique process for California higher education will be initiated. Unlike bargaining in the Community Colleges, where employee organizations negotiate directly with local boards which have the power to authorize salary increases and working conditions, the State University representative will enter into negotiations with representatives of the Board of Trustees for the purpose of developing a "Memorandum of Understanding." This memorandum must then be approved by the Governor and the Legislature on all points which involve State-level approval, and that includes all issues with direct or indirect financial implications.

Because collective bargaining in the four-year segments is an untested process, the Commission has undertaken a special study which will describe its current status, compare developments in California with those in other states, discuss a number of major questions relating to the process (e.g., its effect on budgeting procedures, faculty salaries, governance, educational quality, and tenure), and analyze the roles of various political authorities, agencies, and organizations. The study is expected to be completed in the Fall of 1982.

CALIFORNIA COMMUNITY COLLEGES

The California Community Colleges have operated under collective bargaining since the enactment of SB 160 (961 Stats. 1975, codified as Cal. Gov't. Code Section 3540 et. seq.). As noted above, the bargaining process in the Community Colleges is somewhat different from that in the four-year segments since local college representatives negotiate directly with the governing boards in local districts. At present, about three-fourths of the 70 districts are involved in the bargaining process, most of them only with full-time faculty. Since the process has been in place for a longer period of time than in the senior segments, Community College experience should provide valuable inputs to the Commission's collective bargaining study.

CHAPTER SEVEN

MEDICAL FACULTY SALARIES

This is the fourth year that the University of California has forwarded information on medical faculty salaries to the Commission, in response to Item 322 of the 1978 Conference Committee's Supplemental Report on the Budget Bill:

> The University of California shall report to the California Postsecondary Education Commission annually on (1) its full-time clinical faculty salaries and those of its comparison institutions (including a description of the type of conpensation plans utilized by each UC school and each comparison institution, and (2) the number of compensation plan exceptions in effect at each UC school.

In 1979, the University selected eight comparison institutions--Stanford; the State University of New York's Upstate Medical School; the Universities of Chicago, Illinois, Michigan, Texas (Austin), and Wisconsin; and Yale--five of which were also on the comparison list for regular faculty, and also explained the procedures used to compensate faculty physicians. (These procedures, along with the specific salaries of faculty members in medicine, pediatrics, and surgery, appear in Appendix I.)

For 1981-82, only seven of these institutions reported, the Upstate Medical School of the State University of New York declining to participate. This marks the second year SUNY data have been absent and prompts the idea that it should be eliminated from the survey. In the coming months, this possibility will be discussed with University of California officials.

Table 31 shows the University of California's position relative to the institutions reporting data in the above-named specialties.

In the past year, the University gained ground in two categories, lost ground in three categories, and remained in the same position in the remaining four. Since 1978-79, the University has gained in seven of the nine categories and remained in the same position in the other two. The principal gains have been in surgery where the University was near the bottom of the list at all ranks in 1978-79. The actual salaries paid are indicated in Table 32 on page 63. For comparison purposes, Table 32 also shows the salaries paid to general campus faculty along with the annual changes in the Consumer Price Index and the Implicit Price Deflator for Personal Consumption

Expenditures. (It should be remembered that the figures for general campus faculty are for nine months of employment, compared to eleven which is standard for medical faculty.)

The base salary schedule for medical faculty comprises only part of the total compensation package. The differences in compensation shown in Table 32 are based on differential fee rates for each specialty and the amount of time devoted to clinical practice. The salary schedule is shown in Table 33. It is the same as for regular 11-month faculty.

Under the "Unified Clinical Compensation Plan" in which most medical faculty participate, professors are permitted to earn 2.1 times more than their base salary, associate professors 2.3 times their base salary, and assistant professors 2.5 times their base salary. Thus, an associate professor at the fourth step would earn a base salary of $34,800 and could make an additional $80,040 for a total of $114,840. Once the faculty member reaches the maximum, any additional clinical fees he or she makes must be returned to the University. Further, because the University operates under a sliding scale whereby an increasing portion of fees must be returned

TABLE 31

RANKING OF UNIVERSITY OF CALIFORNIA MEDICAL FACULTY SALARIES IN RELATION TO COMPARISON INSTITUTIONS 1978-79 TO 1981-82

Rank and Specialty	1978-79	1979-80	1980-81	1981-82
Medicine				
Professor	5	2	3	3
Associate Professor	4	2	4	4
Assistant Professor	6	2	2	4
Pediatrics				
Professor	3	3	1	2
Associate Professor	4	3	2	2
Assistant Professor	3	2	4	3
Surgery				
Professor	7	2	3	2
Associate Professor	7	4	3	4
Assistant Professor	7	5	5	5

TABLE 32

AVERAGE MEDICAL FACULTY SALARIES AT THE UNIVERSITY OF CALIFORNIA AND COMPARISON INSTITUTIONS, AND REGULAR NINE-MONTH FACULTY SALARIES AT THE UNIVERSITY OF CALIFORNIA, 1978-79 TO 1981-82

Specialty and Rank	1978-79	1979-80	1980-81	1981-82	Three-Year Gain	Ave. Yearly Gain
Medicine						
Professor						
Univ. of Calif.	$59,000	$68,028	$ 76,067	$ 86,163	46.0%	13.5%
Comparison Inst.	60,625	66,599	73,543	83,792	38.2	11.4
Associate Professor						
Univ. of Calif.	49,000	56,557	60,979	64,160	30.9	9.4
Comparison Inst.	48,750	53,444	56,865	64,755	32.8	9.9
Assistant Professor						
Univ. of Calif.	40,000	46,228	51,550	53,485	33.7	10.2
Comparison Inst.	40,875	43,966	47,408	52,425	28.3	8.7
Pediatrics						
Professor						
Univ. of Calif.	$59,000	$68,028	$ 73,311	$ 81,471	38.1%	11.4%
Comparison Inst.	57,375	61,905	65,203	72,327	26.1	8.0
Associate Professor						
Univ. of Calif.	47,000	54,401	58,550	60,980	29.7	9.1
Comparison Inst.	47,125	49,724	52,657	57,224	21.4	6.7
Assistant Professor						
Univ. of Calif.	39,000	45,005	44,719	47,439	21.6	6.8
Comparison Inst.	36,250	40,044	42,782	46,562	28.5	8.7
Surgery						
Professor						
Univ. of Calif.	$75,000	$98,152	$109,773	$118,569	58.1%	16.5%
Comparison Inst.	80,000	88,703	101,729	110,737	38.4	11.5
Associate Professor						
Univ. of Calif.	57,000	70,509	80,216	94,472	65.7	18.3
Comparison Inst.	63,625	71,094	81,283	91,325	43.5	12.8
Assistant Professor						
Univ. of Calif.	48,000	63,054	69,886	73,622	53.4	15.3
Comparison Inst.	54,125	61,340	63,128	72,475	33.9	10.2
Regular University of California Faculty						
Professor	$30,065	$34,947	$ 38,330	$ 41,016	36.4%	10.9%
Associate Professor	20,620	23,535	25,466	27,256	32.2	9.8
Assistant Professor	17,150	19,329	21,214	22,572	31.6	9.6
Consumer Price Index*	205.3	232.7	259.4	281.7	37.2%	11.1%
Implicit Price Deflator for Personal Consumption Expenditures**	155.6	170.4	186.4	200.0	28.6%	8.7%

*Index values are based on a 1967 value of 100.
**Index values are based on a 1972 value of 100.

to the University as the physician approaches the compensation limit, there are serious disincentives built into the system to spending an excessive amount of time on medical practice.

The data contained in this chapter indicate that the University of California is at approximate parity with its comparison group, just as it has been for the past several years. While some overall gains have been made, the University has not emerged as dominant nationally in medical compensation, although it is certainly in a competitive position. In those areas where substantial gains have been made, part of the reason has been relatively large general salary increases (14.5 percent in 1979-80, 9.75 percent in 1980-81, and 6.0 percent in 1981-82), with the remainder caused by increased medical fees which are not part of direct salary payments.

TABLE 33

BASE SALARIES FOR MEDICAL FACULTY AT THE UNIVERSITY OF CALIFORNIA 1981-82

Rank	Annual Salary by Step						
	1	2	3	4	5	6	7
Professor	$34,900	$38,600	$42,700	$46,600	$50,600	$54,800	$59,600
Associate Professor	28,600	30,200	32,100	34,800	38,500		
Assistant Professor	22,900	23,800	25,200	26,800	28,500	30,100	

CHAPTER EIGHT

ADMINISTRATIVE SALARIES AT THE UNIVERSITY OF CALIFORNIA AND THE CALIFORNIA STATE UNIVERSITY, 1980-81

During the 1981 Legislative Session, the Budget Conference Committee adopted the following supplemental language to the Budget Bill:

> It is the intent of the Legislature that the California Postsecondary Education Commission include in its annual report on faculty salaries and fringe benefits comparative information on salaries of administrators within the University of California and the California State University and Colleges.

The only other study of administrators' salaries was conducted by the Coordinating Council for Higher Education in 1968 for the 1968-69 academic year (Council Report No. 1031). It included data from the respective comparison institutions of the University and State University on five academically related administrative positions--(1) department chairmen and heads, (2) division chairmen and associate deans, (3) academic deans, (4) vice-presidents and vice-chancellors, and (5) librarians--and attempted to show the relationship between administrators' salaries and faculty salaries. Since then, neither the Council nor the Commission has been requested to gather administrative salary data--with the exception of a special study on librarians' salaries released by the Commission in May 1978 (*Librarians' Compensation at the University of California and the California State University and Colleges: The Search for Equity*)--(Commission Report 78-2).

This chapter seeks to describe administrators' salaries at the University and the State University within the context of salaries paid to comparable individuals across the country, both at the comparison institutions for both institutions, and from over 1,500 institutions surveyed annually by the College and University Personnel Association (CUPA). Several limitations of this analysis need to be specified, however:

1. Except for systemwide chief executives, this report does not deal with central office administrators in the systemwide administration of the University of California or the Chancellor's Office of the California State University. The reasons are twofold: (1) CUPA does not collect such data; and (2) systemwide officers around the country are sufficiently dissimilar to those in California that comparisons are not possible.

2. The report covers 25 positions at the University of California, and 24 at the California State University, ranging from the systemwide chief executives to a selected group of academic deans. For three reasons, it does not compare all 89 administrative positions covered in the CUPA survey (listed in Appendix J): (1) some of the 89 CUPA positions are not strictly comparable to those in California institutions; (2) others, where they are comparable, involve very few individuals in California (such as Director, News Bureau, or Director, Campus Recreation/Intramurals); (3) a few are of a highly specialized nature inapplicable to general campuses (such as Administrator, Hospital Medical Center).

3. The report covers only the 1980-81 fiscal/academic year. Although University, State University, and CUPA data are available for prior years, they are not available from the segmental comparison institutions.

4. Finally, strict comparisons between CUPA's total group of 273 public universities and the University of California or the California State University is probably inadvisable. The group of institutions included by CUPA as "universities" are on the average substantially lower in quality than the University of California and probably somewhat lower than the State University.*

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*CUPA's category of "universities" appears to be roughly comparable to Category I (doctoral degree granting institutions) used by the American Association of University Professors (AAUP). In fact, it is really a composite, although an incomplete one, of the AAUP's Category I and other classifications. Of CUPA's 412 public and private "universities," 160 are in the AAUP's Category I, 172 in Category II (master's degree granting), 25 in Category IIB (baccalaureate degree granting), and 55 in other categories, including 1 two-year institution, 28 systemwide offices, and 26 undesignated by the AAUP.

In contrast, all eight of the University of California's comparison institutions are Category I universities, and certainly fall very near the top, in terms of academic reputation, of this category. Of the 20 California State University comparison institutions, 17 are AAUP Category I universities, with the remainder in Category IIA.

Parts One and Two of the chapter present data for University and State University positions, respectively, the salaries paid for these positions by the respective segmental comparison institutions, the salaries paid by 273 CUPA "public universities," and the salaries paid by 57 CUPA "public universities" enrolling 20,000 or more students. Part Three includes observations on the reliability of the data together with a discussion of specific problems. Then in the Appendices, Appendix J lists all administrative positions covered in the CUPA survey. Appendix K contains a basic job description for each position covered in this report. Appendices L and M reproduce the comments of central administrative officers of the University and the State University regarding the accuracy of CUPA's job descriptions.

UNIVERSITY OF CALIFORNIA ADMINISTRATORS' SALARIES

Positions selected for comparison in the University of California include the following:

1. Chief Executive Officer/System
2. Chief Executive Officer/Single Institution
3. Chief Academic Officer
4. Chief Business Officer
5. Chief Student Affairs Officer
6. Director of Personnel/Human Resources
7. Chief Budget Officer
8. Registrar
9. Director of Library Services
10. Director of Computer Services
11. Comptroller
12. Director of Physical Plant
13. Director of Campus Security
14. Director of Information Systems
15. Director of Student Financial Aid
16. Director of Student Counseling
17. Director of Athletics
18. Dean of Agriculture
19. Dean of Arts and Sciences
20. Dean of Business
21. Dean of Education
22. Dean of Engineering
23. Dean of the Graduate Division
24. Dean of Social Sciences
25. Dean of Undergraduate Programs

Table 34 presents a comparison between University salaries and salaries paid in its comparison group. The numbers in parentheses indicate the number of University campuses reporting, the San Francisco campus being excluded in all cases due to its specialized nature.

For most positions, the University pays higher salaries than its comparison group, the exceptions being Director of Information Systems, Director of Student Counseling, Director of Athletics, and five of the eight dean level positions. Of the 25 positions listed, the University pays more in 16 and less in 8.

When compared to either the 273 public universities surveyed by CUPA or the public universities with 20,000 or more students the University's salary advantage is greater, as indicated in Table 35.

Institutional size appears to make a difference in salary levels. In every case, the salaries paid to administrators in CUPA's "20,000 or more students" category is greater than the average for all public universities. For the 25 positions listed, the former exceeds the latter by 18.7 percent. The University's average exceeds both of the CUPA averages, but it is not proper to make direct comparisons among these groups since the selection of different positions often produces different salary relationships. Comparability by size is also difficult, since only two of the University's eight general campuses have enrollments of 20,000 or more students, although Davis was close at 18,886 headcount students in 1980-81.

Table 36 gives further indications of the role of institutional size in determining salary levels. Although the necessities of confidentiality prevent a presentation of comparison institution data by size of institution, CUPA does offer data in four categories of institutional enrollment: Group I -- 4,999 students or less, Group II -- 5,000 to 9,999 students; Group III -- 10,000 to 19,999 students; and Group IV -- 20,000 students or more. Although no University of California campus has fewer than 5,000 students, Riverside and Santa Cruz fall into Group II; Davis, Irvine, San Diego, and Santa Barbara are in Group III; and Berkeley and Los Angeles are in Group IV. As Table 36 shows, not only do average CUPA position salaries increase with size, University salaries also tend to do so, although not in every case. Thus while all University campuses are on the same salary schedule, there appears to be a degree of internal recognition of institutional size and complexity.

The fact that many University salary ranges are broad allows top-level administrators to make necessary adjustments to account for the complexity of a particular position. For example, the pub-

TABLE 34

SELECTED ADMINISTRATIVE SALARIES AT THE UNIVERSITY OF CALIFORNIA AND TEN COMPARISON INSTITUTIONS*

1980-81

Administrative Title	University of California	Comparison Institutions
Chief Executive Officer/System	$88,000	$77,100
Chief Executive Officer/ Single Institution	71,438 (8)	69,100
Chief Academic Officer	57,986 (7)	N/A
Chief Business Officer	55,857 (7)	N/A
Chief Student Affairs Officer	53,017 (6)	45,525
Director of Personnel/ Human Resources	44,125 (8)	37,600
Chief Budgeting Officer	47,263 (8)	N/A
Registrar	39,488 (8)	33,500
Director of Library Services	52,029 (7)	51,250
Director of Computer Services	42,967 (6)	42,700
Comptroller	41,812 (8)	35,500
Director of Physical Plant	42,856 (8)	35,201
Director of Campus Security	38,875 (8)	33,352
Director of Information Systems	45,425 (8)	49,443
Director of Student Financial Aid	35,651 (8)	35,000
Director of Student Counseling	35,295 (8)	35,649
Director of Athletics	43,611 (3)	55,000
Dean of Agriculture	59,350 (2)	59,000
Dean of Arts and Sciences	59,267 (3)	64,600
Dean of Business	60,600 (3)	59,400
Dean of Education	51,900 (3)	52,900
Dean of Engineering	55,700 (6)	60,600
Dean of the Graduate Division	54,257 (7)	59,000
Dean of Social Sciences	56,200 (1)	47,943
Dean of Undergraduate Programs	44,300 (1)	58,142

*Comparison institutions are Cornell University, Harvard University, Stanford University, the State University of New York, the Universities of Illinois, Michigan (Ann Arbor), Missouri, Texas, Wisconsin (Madison), and Yale University. All but Missouri and Texas are comparison institutions for the faculty salary surveys.

TABLE 35

SELECTED ADMINISTRATIVE SALARIES AT THE UNIVERSITY OF CALIFORNIA AND THE CUPA "PUBLIC UNIVERSITIES"
1980-81

Administrative Title	University of California	All 273 CUPA "Public Universities"	57 CUPA "Public Universities" With 20,000 or More Students
Chief Executive Officer/ System	$88,000	$65,000	$70,250
Chief Executive Officer/ Single Institution	71,438	58,478	65,800
Chief Academic Officer	57,986	49,350	56,600
Chief Business Officer	55,857	45,271	52,500
Chief Student Affairs Officer	53,017	39,000	48,900
Director of Personnel/ Human Resources	44,125	31,000	37,000
Chief Budgeting Officer	47,263	34,210	37,285
Registrar	39,488	28,474	35,500
Director of Library Services	52,029	35,692	46,680
Director of Computer Services	42,967	33,450	41,880
Comptroller	41,812	33,880	39,769
Director of Physical Plant	42,856	33,000	40,000
Director of Campus Security	38,875	23,978	33,000
Director of Information Systems	45,425	35,532	38,004
Director of Student Financial Aid	35,651	25,714	31,770
Director of Student Counseling	35,295	27,983	35,649
Director of Athletics	43,611	34,640	49,405
Dean of Agriculture	59,350	46,550	54,500
Dean of Arts and Sciences	59,267	42,700	51,000
Dean of Business	60,600	44,800	52,800
Dean of Education	51,900	42,875	49,000
Dean of Engineering	55,700	50,000	55,000
Dean of the Graduate Division	54,257	42,102	51,895
Dean of Social Sciences	56,200	36,610	45,888
Dean of Undergraduate Programs	44,300	40,000	43,236

TABLE 36

SELECTED ADMINISTRATIVE SALARIES AT THE UNIVERSITY OF CALIFORNIA AND CUPA "PUBLIC UNIVERSITIES" BY HEADCOUNT STUDENT ENROLLMENT 1980-81

Administrative Title	Group II (5,000 to 9,999)		Group III (10,000 to 19,999)		Group IV (20,000 or More)	
	UC	CUPA	UC	CUPA	UC	CUPA
Chief Executive Officer/ System	--	--	--	--	$88,000	$70,250
Chief Executive Officer/ Single Institution	$69,500	$54,187	$70,625	$61,500	75,000	65,800
Chief Academic Officer	60,000	45,600	56,475	53,500	60,000	56,600
Chief Business Officer	52,900	42,000	55,175	49,828	64,500	52,500
Chief Student Affairs Officer	48,500	38,422	53,650	45,184	55,000	48,900
Director of Personnel/ Human Resources	44,200	26,332	44,150	33,500	44,000	37,000
Chief Budget Officer	38,050	30,900	46,725	34,800	57,550	37,285
Registrar	36,500	29,269	40,075	30,708	41,300	35,500
Director of Library Services	47,000	34,000	51,175	41,100	56,250	46,680
Director of Computer Services	42,350	30,485	43,833	38,000	41,600	41,880
Comptroller	39,550	29,430	40,975	36,407	45,750	39,769
Director of Physical Plant	43,600	31,353	40,663	35,808	46,500	40,000
Director of Campus Security	38,328	20,496	37,735	27,132	41,700	33,000
Director of Information Systems	40,400	30,000	43,350	35,385	54,600	38,004
Director of Student Financial Aid	33,366	25,410	34,943	27,548	39,350	31,770
Director of Student Counseling	28,425	27,936	36,103	30,350	40,550	35,649
Director of Athletics	--	--	30,333	40,000	50,250	49,405
Dean of Agriculture	--	--	65,900	51,550	52,800	54,500
Dean of Arts and Sciences	--	--	55,150	49,499	67,500	51,000
Dean of Business	--	--	53,300	48,000	64,250	52,800
Dean of Education	50,500	38,878	44,200	45,840	61,000	49,000
Dean of Engineering	--	--	54,175	49,039	58,750	55,000
Dean of the Graduate Division	54,150	38,441	50,600	44,946	59,850	51,895
Dean of Social Sciences	--	--	56,200	47,160	58,750	55,000
Dean of Undergraduate Programs	--	--	44,300	40,860	--	--

lished deans' schedule ranged from $2,733 to $7,833 per month in 1980-81, a spread where the top step is almost three times as great as the lowest step. As a contrasting example, the top step of the associate professor range was only 35 percent higher than the first step. Several other positions in the University show similarly large ranges, as Table 37 shows.

CALIFORNIA STATE UNIVERSITY ADMINISTRATORS' SALARIES

The 24 positions selected for comparison in the California State University system are almost identical to the 25 selected for the University of California, but there are two exceptions: Instead of the University positions of Director of Computer Services, Director of Information Systems, and Comptroller, the State University positions include Director of Institutional Research and Dean of Extension in the State University. (The fact that the two lists are not identical is due to differing organizational plans and classification structures in the two segments.)

At the Commission's request, the Chancellor's Office conducted a telephone survey of its 20 comparison institutions to determine

TABLE 37

SALARY RANGES FOR SELECTED ADMINISTRATIVE POSITIONS
UNIVERSITY OF CALIFORNIA
1980-81

Administrative Title	Salary Range	Percentage Difference Between Highest and Lowest Steps
Chancellor	$5,208-$6,250	20.0%
Coordinator (functional area)	2,667- 4,117	54.4
Vice Chancellor	3,208- 5,667	76.7
Assistant Vice Chancellor	2,483- 4,500	81.2
Director (functional area)	2,575- 5,833	126.5
Provost	2,142- 4,958	131.5
Dean	2,733- 7,833	186.6

salaries paid for comparable positions in its system. This survey produced usable, but incomplete, results from 16 of the 20. As should be expected, not all of the State University's comparison institutions had directly comparable titles; a few were unable to provide the requested information in a timely fashion; and a few others were unwilling to participate, primarily due to concerns about confidentiality.

Table 38 on page 74 shows the actual salaries paid to administrators in both the State University and its comparison group with the number of participating campuses shown in parentheses. The comparisons indicate very little salary consistency. For the 24 positions as a whole, the State University pays more in 11 cases and less in 13. The State University salaries are somewhat higher than those in the comparison universities for Chief Executive Officers for both the system and the campuses, Registrar, Director of Campus Security, Director of Student Financial Aid, Director of Student Counseling, and Director of Athletics, ranging from 24.2 percent (for the Chancellor) to 5.1 percent (for campus presidents) more than the average for the comparison group. Comparisons of systemwide chief executive officers' salaries are difficult because the systems differ so widely in size and complexity. Positions such as Registrar and Director of Student Financial Aid, Director of Student Counseling, and Director of Athletics are included in the student affairs officer category where the comparability of salaries is close.

Very close salary comparability exists for other positions, including Director of Library Services, Director of Institutional Research, Chief Student Affairs Officer, and Director of Physical Plant, with deviations of between only 1.0 and 6.8 percent. Salaries of chief academic and business officers, however, are considerably lower than those of their comparison institution counterparts--7.8 and 12.3 percent, respectively. Of the nine dean positions compared, the average State University salary was 7.0 percent less than the comparison group. Two of the nine--(Dean of Extension, and Dean of Undergraduate Programs), were closely comparable, leaving the remaining seven positions approximately 10 percent below their counterparts. The lower comparison institution salaries for extension and undergraduate deans remain an anomaly in the data.

Table 39 on page 75 compares State University salaries to CUPA data. Compared to the 273 public universities, the State University pays higher salaries in 20 cases and less in 4, but when the comparison is made to public universities enrolling 20,000 or more students, it leads in only 7 cases. When these data are broken down further by size of institution, it appears that enrollment levels affect salary levels considerably. Table 40 on page 76 shows that comparison.

TABLE 38

SELECTED ADMINISTRATIVE SALARIES AT THE CALIFORNIA STATE UNIVERSITY AND ITS COMPARISON INSTITUTIONS*
1980-81

Administrative Title	California State University	Comparison Institutions
Chief Executive Officer/ System	$81,828 (1)	$65,903 (4)
Chief Executive Officer/ Single Institution	63,349 (19)	60,279 (16)
Chief Academic Officer	50,082 (19)	54,308 (15)
Chief Business Officer	44,075 (19)	50,249 (15)
Chief Student Affairs Officer	44,856 (19)	44,309 (13)
Director of Personnel/ Human Resources	32,300 (18)	35,981 (14)
Chief Budgeting Officer	33,154 (18)	36,124 (11)
Registrar	38,836 (19)	35,379 (12)
Director of Library Services	43,147 (18)	43,620 (15)
Director of Institutional Research	39,603 (17)	39,009 (12)
Director of Physical Plant	36,276 (19)	38,924 (14)
Director of Campus Security	34,115 (19)	28,379 (12)
Director of Student Financial Aid	34,620 (19)	29,700 (16)
Director of Student Counseling	37,578 (19)	32,442 (15)
Director of Athletics	38,159 (13)	35,893 (12)
Dean of Agriculture	45,348 (4)	49,861 (4)
Dean of Arts and Sciences	44,750 (17)	50,235 (16)
Dean of Business	45,133 (17)	49,324 (15)
Dean of Education	44,833 (15)	49,854 (15)
Dean of Engineering	45,348 (11)	49,278 (8)
Dean of Extension	44,630 (17)	43,401 (14)
Dean of the Graduate Division	44,319 (14)	49,866 (15)
Dean of Social Sciences	44,608 (11)	48,224 (4)
Dean of Undergraduate Programs	44,132 (8)	43,401 (14)

*Comparison institutions are Bowling Green State University, Illinois State University, Indiana State University, Iowa State University, Miami University (Ohio), Northern Illinois State University, Portland State University, Southern Illinois University, State University of New York (Albany), State University of New York (Buffalo College of Arts and Sciences), Syracuse University, University of Colorado, University of Hawaii, University of Nevada, University of Oregon, University of Southern California, University of Wisconsin (Milwaukee), Virginia Polytechnic Institute and State University, Wayne State University, and Western Michigan University.

TABLE 39

SELECTED ADMINISTRATIVE SALARIES AT THE CALIFORNIA STATE UNIVERSITY AND CUPA "PUBLIC UNIVERSITIES" 1980-81

Administrative Title	California State University	All 273 CUPA "Public Universities"	57 CUPA "Public Universities" With 20,000 Or More Students
Chief Executive Officer/ System	$81,828	$65,000	$70,250
Chief Executive Officer/ Single Institution	63,349	58,478	65,800
Chief Academic Officer	50,082	49,350	56,600
Chief Business Officer	44,075	45,271	52,500
Chief Student Affairs Officer	44,856	39,000	48,900
Director of Personnel/ Human Resources	32,300	31,000	37,000
Chief Budgeting Officer	33,154	34,210	37,285
Registrar	38,836	28,474	35,500
Director of Library Services	43,147	35,692	46,680
Director of Institutional Research	39,603	31,517	36,000
Director of Physical Plant	36,276	33,000	40,000
Director of Campus Security	34,115	23,978	33,000
Director of Student Financial Aid	34,620	25,714	31,770
Director of Student Counseling	37,578	27,983	35,649
Director of Athletics	38,159	34,640	49,405
Dean of Agriculture	45,348	46,550	54,500
Dean of Arts and Sciences	44,750	42,700	51,000
Dean of Business	45,133	44,800	52,800
Dean of Education	44,833	42,875	49,000
Dean of Engineering	45,348	50,000	55,000
Dean of Extension	44,630	42,865	47,500
Dean of the Graduate Division	44,319	42,102	51,895
Dean of Social Sciences	44,608	36,610	45,888
Dean of Undergraduate Programs	44,132	40,000	43,236

TABLE 40

SELECTED ADMINISTRATIVE SALARIES AT THE CALIFORNIA STATE UNIVERSITY AND CUPA "PUBLIC UNIVERSITIES" GROUP-- BY SIZE OF INSTITUTION (HEADCOUNT STUDENTS) 1980-81

	Group I (4,999 or Less)		Group II (5,000 to 9,999)		Group III (10,000 to 19,999)		Group IV (20,000 or More)	
Administrative Title	CSU*	CUPA	CSU*	CUPA	CSU*	CUPA	CSU*	CUPA
Chief Executive Officer/ System	--	--	--	--	--	--	$81,828	$70,250
Chief Executive Officer/ Single Institution	$66,288	$52,360	$65,226	$54,187	$61,224	$61,500	62,873	65,800
Chief Academic Officer	51,072	43,553	49,404	45,600	50,272	53,500	49,783	56,600
Chief Business Officer	42,952	39,336	45,348	42,000	42,607	49,828	44,937	52,500
Chief Student Affairs Officer	45,348	34,500	44,310	38,422	44,725	45,184	44,959	48,900
Director of Personnel/ Human Resources	29,364	24,928	29,848	26,332	32,754	33,500	34,094	37,000
Chief Budget Officer	29,412	27,279	32,844	30,900	33,775	34,800	33,818	37,285
Registrar	39,732	25,000	38,216	29,269	39,306	30,708	38,440	35,500
Director of Library Services	45,348	29,460	43,870	34,000	40,706	41,100	43,639	46,680
Director of Institutional Research	42,216	28,240	39,138	31,099	38,174	34,300	39,501	36,000
Director of Physical Plant	33,856	28,500	34,364	31,353	37,445	35,808	37,151	40,000
Director of Campus Security	31,156	18,612	33,696	20,496	33,475	27,132	35,781	33,000
Director of Student Financial Aid	30,535	22,428	33,454	25,410	34,295	27,548	36,792	31,770
Director of Student Counseling	36,948	24,775	36,367	27,936	37,010	30,350	38,625	35,649
Director of Athletics	36,312	32,000	39,732	32,425	39,732	40,000	37,274	49,405
Dean of Agriculture	--	--	--	--	45,348	51,550	--	--
Dean of Arts and Sciences	45,348	38,615	45,348	40,769	44,525	49,499	44,483	51,000
Dean of Business	45,348	37,000	45,348	40,123	45,348	48,000	44,891	52,800
Dean of Education	45,348	37,500	45,348	38,878	44,225	45,840	45,084	49,000
Dean of Engineering	--	--	--	--	45,348	49,039	45,348	55,000
Dean of Extension	--	--	44,523	36,700	42,915	44,500	45,348	47,500
Dean of the Graduate Division	42,552	37,183	43,340	38,441	45,348	44,946	45,348	51,895
Dean of Social Sciences	45,348	30,067	44,292	35,920	45,348	47,160	44,143	55,000
Dean of Undergraduate Programs	--	--	42,540	37,600	43,290	40,860	45,348	43,236

*California State University campuses in Group I include Bakersfield, San Bernardino, and Stanislaus; Group II includes Dominguez Hills, Humboldt, and Sonoma; Group III includes Chico, Hayward, Pomona, San Luis Obispo, and Fresno; and Group IV includes Fullerton, Long Beach, Los Angeles, Northridge, Sacramento, San Diego, San Francisco, and San Jose.

It is interesting to note the role of institutional size in determining salary levels. With a uniform salary schedule for all campuses within the State University system, Table 40 clearly indicates that size is not an important factor in salary setting in that segment. Deans of Arts and Sciences in Group I, for example, receive the same average salary as those in Group IV; in some cases, positions in small institutions receive higher pay than those in large institutions. For the 273 public universities in the CUPA survey, however, this is clearly not the case. Table 41 shows a comparison of average salaries in the State University for the selected positions compared to those of comparable size in the CUPA groupings. It is presented to show relationships, and should not necessarily be taken as a statement of functional comparability. As indicated earlier, the CUPA institutions contain a far greater number of less comprehensive institutions than can be found among the State University's 20 comparison universities.

OBSERVATIONS AND COMMENTS

Although the legislative language which directed the Commission to explore administrators' salaries required neither conclusions nor recommendations, it is still possible to offer a few observations on the data presented in the first two parts of this report.

TABLE 41

RELATIONSHIPS BETWEEN CAMPUS SIZE AND
ADMINISTRATIVE SALARIES--CALIFORNIA STATE UNIVERSITY
AND CUPA "PUBLIC UNIVERSITIES"
1980-81

Size (Headcount Students)	CSU	CUPA	CSU Salaries Exceed CUPA By:
Group I (4,999 or Less)	$41,289	$32,228	+28.1%
Group II (5,000 to 9,999)	41,741	35,136	+18.8
Group III (10,000 to 19,999)	42,056	42,028	+ 0.7
Group IV (20,000 or More)	42,621	45,978	- 7.3
Standard Deviation	560	6,286	---

Those parts compare the California segments with both the respective comparison institutions for each segment and public institutions surveyed by the College and University Personnel Association (CUPA). In evaluating them, greater weight should be given to the comparison institution data than to the CUPA data. Very broad surveys such as that conducted by CUPA tend to be imprecise in the sense that they fail to reflect the specific missions and functions of the California campuses. This fact was recognized long ago with respect to faculty salaries, and led to the formation of lists of comparison institutions where institutional goals, breadth of program, and academic quality could be evaluated on a campus-by-campus basis. Even the institutional categorizations used by the American Association of University Professors (AAUP), which contain more specific criteria for inclusion in each category, were deemed insufficient for California comparisons because of their generality.

Nevertheless, the CUPA data provide an organizational framework for the study of administrative salaries. The positional definitions adopted by CUPA are in general use throughout the country, and that has made it far easier to make comparisons of specific positions. Without that uniformity, it would have been far more difficult for the University and the State University to obtain the comparison institution data used in this report. The definitions have allowed analysts everywhere to have some assurance that they are all talking about the same personnel.

University Of California

The 25 positions selected for comparison in the University of California do not show a clear pattern of advantage or disadvantage over those in the 10 comparison universities. None of the salaries surveyed departs significantly from the comparison group, with the possible exception of Chief Student Affairs Officer (a 16.5 percent differential) and Dean of Undergraduate Programs (a 23.8 percent differential).

California State University

A similar situation exists for the State University system. Non-academic administrators (all but the dean positions) are in general conformity with the comparison group, eight receiving higher salaries and six receiving lower. The range is from a 16.8 percent lead for the State University for the Director of Campus Security to a 14.0 percent deficit for the Chief Business Officer. Overall, the State University has a 1.0 percent lead for the 14 positions surveyed.

Deans, however, were paid less than their counterparts in their comparison institutions with the exception of Dean of Extension and Dean of Undergraduate Programs. In 1979-80 and again in 1981-82, the State University requested a 5.0 percent adjustment for deans.

Summary

The comparisons contained in this report provide no justification for wholesale changes in administrators' salaries at either the University of California or the California State University. Specific disparities in salaries between the California segments and their respective comparison institutions may result from differences in institutional size, complexity, or location (urban or rural), or from differences in professional responsibilities. Conversely, the salary uniformity among the campuses within each segment is clearly the result of statewide salary schedules. Whether it is reasonable for institutions of vastly different sizes to pay administrators similar salaries remains an open question, and may generate as much interest as the comparisons with institutions in other states.

CHAPTER NINE

CALIFORNIA COMMUNITY COLLEGE FACULTY SALARIES

In his Analysis of the Budget Bill, 1979-80, the Legislative Analyst recommended that the Commission include information on the Community Colleges in its annual report on faculty salaries. In response to that recommendation, the Commission published a preliminary report for 1979, one which considered data from the 1977-78 fiscal year. No data were presented for 1978-79 (the then current year), since the Chancellor's Office of the Community Colleges had abandoned such data collection as part of the cutbacks resulting from approval of Proposition 13 by the voters in June 1978.

Subsequently, Commission staff proposed a formalization of Community College faculty salary data submissions, and the Legislature appropriated $15,000 to the Chancellor's Office for that purpose, the amount that office indicated would be needed. In August 1979, Commission staff outlined for the Chancellor the specific information desired (Appendix N) and requested that the Chancellor's Office submit data for 1978-79 by November 1, 1979, data for 1979-80 by March 1, 1980, and data for subsequent years similarly by March 1 of each year.

At present, the State provides over 70 percent of the funding for the Community Colleges, and salaries represent the bulk of the expenditures. Because it is necessary for State officials to consider how apportionments are being spent, the need for accurate and timely information is clear.

1981-82 FACULTY SALARY DATA

This is the third year of faculty salary data submissions from the Chancellor's Office and also the year in which the data submitted are the least satisfactory. In last year's Commission report on faculty salaries in public higher education, several deficiencies were noted (1981c, p. 85):

1. Data on range adjustments (COLAs) were absent for 19 districts.
2. A number of inconsistencies occurred in faculty headcounts, many of which appeared to be random and the result of tabulating errors.

3. Information on bonuses (additional faculty stipends for doctorate and other degrees beyond the bachelor's degree, special responsibilities such as coaching, etc.) was incomplete and possibly confusing.

4. Reporting of Weekly Faculty Contact Hours (WFCH) was incomplete.

5. Data on the cost per WFCH was not provided for full-time faculty.

As a result of these difficulties, the Commission recommended that the Chancellor's Office make "considerable improvement" in the report for 1981-82, and that it include data omitted in the 1980-81 report.

For the current year, the Chancellor's Office installed a new data collection procedure, one that was designed to improve former procedures and also to consolidate reporting requirements for seven mandated reports. Entitled the "Staff Data Collection System," it was "developed to simplify, improve, and reduce the cost of reporting staff data for Community Colleges. Under the system, districts submit individual employee data once during a fiscal year period and the Chancellor's Office prepares, by computer, the required reports (in aggregate form) to satisfy the federal and state statutorily mandated reports" (McIntyre, 1981). One of the reports is "Faculty and Administrative Salaries."

On January 27, 1982, the Chancellor's Office forwarded a memo to the Commission (Appendix O) indicating the 1981-82 data it intended to provide to comply with the legislative mandate and the Commission's August 1979 letter. It stated that salary classifications would not be provided, that all bonuses would be combined into a single figure with no distinction as to the purpose of the bonus, and that range adjustments would not be provided but only aggregate increases in mean salaries. Although requested by the Commission, there was no indication that WFCH data would be provided for any faculty category.

During the week of February 22, the Chancellor's Office advised Commission staff that the March 1 deadline could not be met and requested a week's delay. On March 9, the Chancellor's Office provided a computer printout of faculty salary data for illustrative purposes but advised Commission staff that it was unusable because the accuracy of the data had not been verified. On March 16, the Chancellor's Office provided a second printout but indicated that the data could be confirmed as accurate for only 19 of the 62 districts for which any data were available. The remaining eight districts did not provide data in usable form or, in the case of the Kern Community College District, refused to cooperate with the Chancellor's Office survey and did not submit any data at all.

Table 42 on pp. 84-85 compares the 19 items of data requested by the Commission to those provided by the Chancellor's Office on March 16. Where a request has been fulfilled in part, an explanation is included.

The 15 categories of data submitted by the Chancellor's Office are:

1. The number of full-time faculty in each district on 9-month contracts.

2. The number of full-time faculty in each district on 11-month contracts.

3. The mean and median salaries of all full-time faculty on 9- and 11-month contracts.

4. The mean and median salaries of all full-time faculty on 9- and 11-month contracts including bonuses, averaged by all faculty whether they received a bonus or not.

5. The average bonus amount per faculty member in each district. This is not the average for all faculty members who actually receive a bonus, but the total amount received for bonuses divided by the number of faculty in each district.

6. The average hourly overload compensation. Again this is not the average compensation for faculty members teaching overload assignments, but the total amount paid for overload teaching divided by the total number of faculty in the district.

7. The total number of part-time faculty in each district.

8. The mean and median rate of compensation per WFCH for part-time faculty in each district.

9. The number of full-time faculty in each of 12 salary ranges, computed by both base salary and base salary plus bonuses in each district.

10. The number of full-time faculty in each of 13 dollar ranges for bonuses in each district.

11. The number of full-time faculty on overload assignments in each of 13 ranges of hourly compensation for WFCHs taught on overload in each district.

(text continues on page 86)

TABLE 42

COMMUNITY COLLEGE FACULTY SALARY DATA REQUESTED BY THE CALIFORNIA POSTSECONDARY EDUCATION COMMISSION WITH RESPONSES BY THE CHANCELLOR'S OFFICE OF THE CALIFORNIA COMMUNITY COLLEGES

1981-82

Item Requested	Chancellor's Office Response
Full-Time Faculty:	
1. A listing of all salary classifications (e.g., BA+30, MA, etc.) for each Community College district.	Not submitted
2. The actual salary at each step of each classification.	Not submitted
3. The number of faculty at each step of each classification.	Not submitted
4. The amounts of any bonuses that are granted to faculty, the number of faculty receiving them, the total salary of every faculty member receiving a bonus, and the reason for granting the bonus.	The average bonus amount per district was provided but only after averaging in faculty who do not receive bonuses. No data was provided on the number of faculty receiving bonuses, the specific amount of the bonus, or the reason for granting it.
5. The percentage increase in salary granted (i.e., the range adjustment) for the fiscal year covered by the report.	Although the Chancellor's Office did not intend to provide these data originally, Commission staff's insistence that it be provided resulted in submissions for the 64 districts which had completed contract negotiations.
6. The total number of full-time faculty in each district.	Submitted
7. The mean salary received by those full-time faculty.	Submitted
8. The total dollar amount paid to full-time faculty as a group.	Not submitted

TABLE 42 (Continued)

Item Requested	Chancellor's Office Response
9. The total number of weekly faculty contact hours (WFCH) taught by full-time faculty.	Not submitted
10. The average cost per WFCH taught by full-time faculty.	Not submitted
11. The total number of WFCH taught by full-time faculty with overload assignments broken down by regular and overload totals.	Not submitted
12. The average cost per WFCH taught by full-time faculty with overload assignments broken down by regular and overload totals.	Not submitted
Part-Time Faculty:	
1. The total number of part-time faculty employed by each district on both a headcount and a full-time-equivalent (FTE) basis.	Submitted on a headcount basis. FTE totals have never been submitted.
2. The mean salary paid to each headcount faculty member in each district.	Submitted
3. The mean salary paid to each FTE faculty member in each district.	Not submitted
4. The total dollar amount paid to all part-time faculty in each district.	Not submitted
5. A summary of the compensation plan for part-time faculty members in each district.	Not submitted
6. The total number of WFCH taught by part-time faculty.	Not submitted
7. The average cost per WFCH taught by part-time faculty.	Not submitted

12. The number of full-time faculty in each district in each of three ranges of workload: (1) between .31 and .60 of a full load; (2) between .61 and .90 of a full load; and (3) more than .90 of a full load.

13. The number of full-time faculty in each of eight ranges showing varying increases in average salary in each district.

14. The number of full-time faculty in each of 13 ranges of hourly compensation in each district.

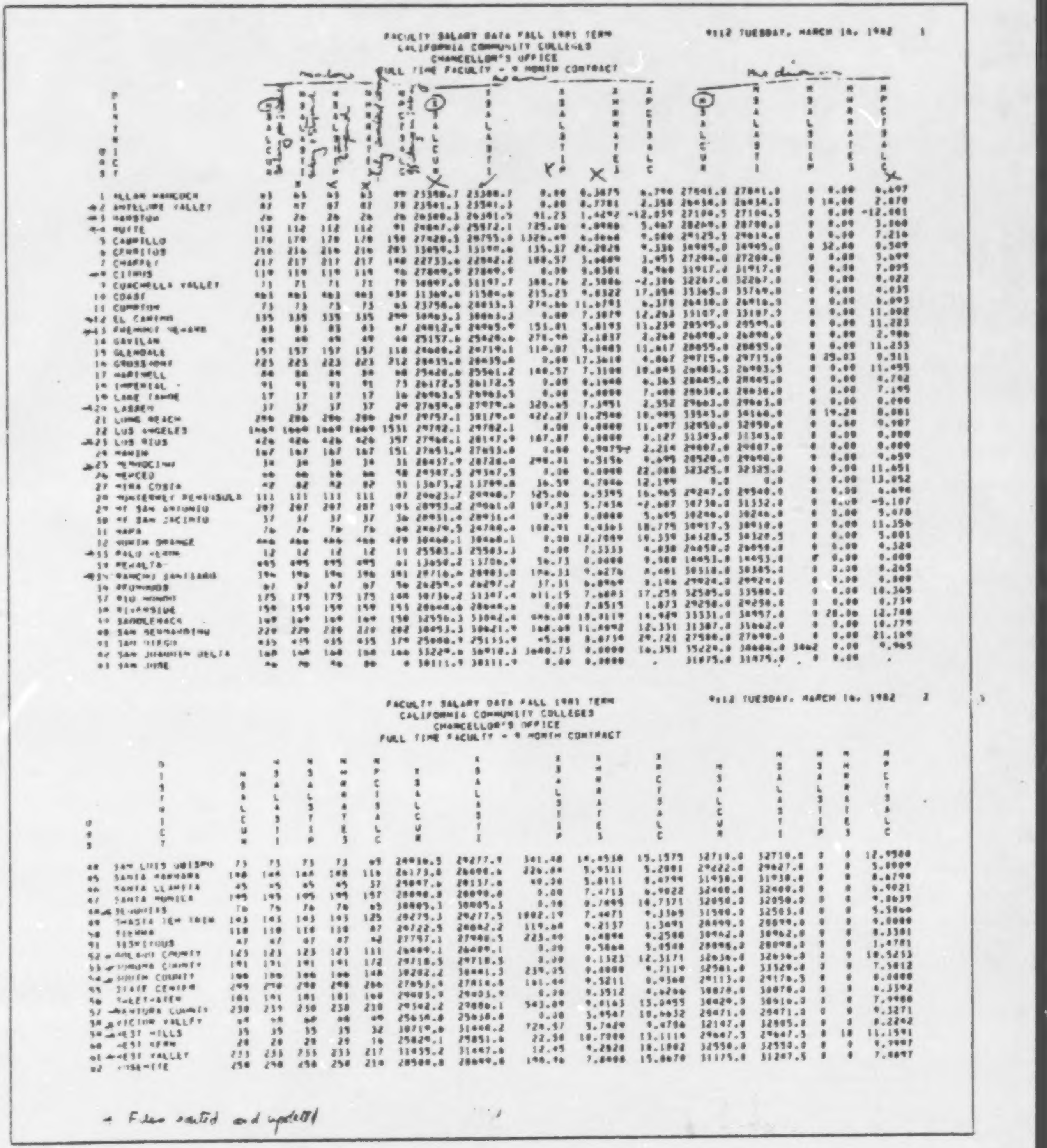
15. The number of part-time faculty in each district in each of two ranges of workload: (1) 0.1 to 0.3 percent of a full load; and (2) .31 to .60 of a full load.

Data presented in this fashion is much less specific than in prior years, and allows the determination of only general amounts of compensation per weekly faculty contact hour for full-time faculty, full-time faculty with overloads, and part-time faculty. In addition, bonus information is less satisfactory than previously and for the same reason--the presentation of ranges does not permit specific computations. Aggregating all bonus categories and amounts into a single figure complicates the process further.

Even more inadequate than the data categories, however, are the data themselves, for they are of no practical use as presented. Table 43 on the opposite page reprints the first two pages of the computer printout submitted by the Chancellor's Office. It shows that data are available for only 62 of the 70 districts in the State. The asterisks along the left-hand margin indicate the 19 districts for which the Chancellor's Office is willing to guarantee the accuracy of the data, but for some of these 19 districts, the data appear to contain anomalies. For example, the Antelope Valley District received a 5.0 percent cost-of-living adjustment, but its average salary fell by -3.3 percent. Fremont-Newark received an 8.0 percent adjustment, but its mean salary fell by -4.6 percent. And Los Rios received a 5.9 percent adjustment, but its mean salary fell by -5.6 percent. All three are possible, but unlikely, occurrences. Similar anomalies occur in the number of headcount faculty. Fremont-Newark apparently had a -23.9 percent loss in full-time faculty and a -7.5 percent loss in part-time faculty at the same time that its Average Daily Attendance increased by 12.8 percent. Los Rios was reported to have a -32.6 percent drop in full-time faculty, a -0.6 percent drop in part-time faculty, and a 3.4 percent increase in ADA. Rancho Santiago reported a 2.9 percent increase in ADA but a 70.7 percent increase in full-time faculty and a 50.8 percent increase in part-time faculty. Similar incongruities exist for several other districts for which the Chancellor's Office claims accurate data.

TABLE 43

FIRST TWO PAGES OF 1982 CHANCELLOR'S OFFICE COMPUTER PRINTOUT ON FACULTY SALARIES, MARCH 16, 1982



FACULTY SALARY DATA FALL 1981 TERM
CALIFORNIA COMMUNITY COLLEGES
CHANCELLOR'S OFFICE
FULL TIME FACULTY - 9 MONTH CONTRACT

9:12 TUESDAY, MARCH 16, 1982 1

median

mean

median

FACULTY SALARY DATA FALL 1981 TERM
CALIFORNIA COMMUNITY COLLEGES
CHANCELLOR'S OFFICE
FULL TIME FACULTY - 9 MONTH CONTRACT

9:12 TUESDAY, MARCH 16, 1982 2

* Files sorted and updated

Among those districts where no claim of accuracy is made, the anomalies are greater. The Los Angeles Community College District is reported to have had a drop of 2,124 part-time instructors, 95.2 percent fewer than in 1980-81. San Jose shows a 65.9 percent drop in full-time faculty and a 66.9 percent drop in part-time faculty, but a 6.1 percent increase in ADA. Many other districts show similar peculiarities. Figures 16 and 17 on the opposite page indicate percentage changes between the 1980-81 and the 1981-82 reports for 34 districts for which data are available for numbers of full- and part-time faculty and average daily attendance and which had at least 100 faculty members in 1980-81. Only large districts are included in these figures because, even under normal circumstances, percentage variations can be great in very small districts such as Barstow, Lake Tahoe, and Palo Verde. Figure 18 on page 90 shows differences between range adjustments and mean salaries between 1980-81 and 1981-82. To provide a contrast, Figure 19 on page 90 presents the same format as Figure 18 but for the 1979-80 to 1980-81 changes. It can be observed that the changes are much less than for the current year. Concerning Figure 17, changes in the number of faculty normally bear some relationship to changes in ADA; in the data reported for 1981-82, they clearly do not.

The only data presented by the Chancellor's Office that can be considered reliable are for range adjustments. These were generated by a special survey at the Commission's request and include adjustments for 64 districts. For those reported, the simple mean (same weight to each district, regardless of size) is 6.8 percent. When weights are added (each increase multiplied by the ADA of the district and then divided by the statewide ADA), the average rises to 7.3 percent, the increase caused by the fact that larger districts tended to grant higher cost-of-living adjustments. The range of increases was from no increase at all in five districts to an 11.5 percent increase in the Compton District. Because 64 districts reported, they can be divided into four groups of 16 districts each, with such a division showing the somewhat larger increases granted by the bigger districts. This is shown in Table 44 on Page 91.

These are the only data which can be presented in this year's report on Community College faculty salaries.

CHANCELLOR'S OFFICE REPORT ON FACULTY EMPLOYMENT

In January 1982, the Chancellor's Office released its Report on Faculty Employment in response to AB 1550 (Vasconcellos, Chapter

FIGURE 16

PERCENTAGE CHANGES FROM 1980-81 TO 1981-82 IN FULL-TIME NINE AND ELEVEN MONTH FACULTY AND PART-TIME FACULTY IN 34 COMMUNITY COLLEGE DISTRICTS WITH AT LEAST 100 FACULTY MEMBERS IN 1980-81

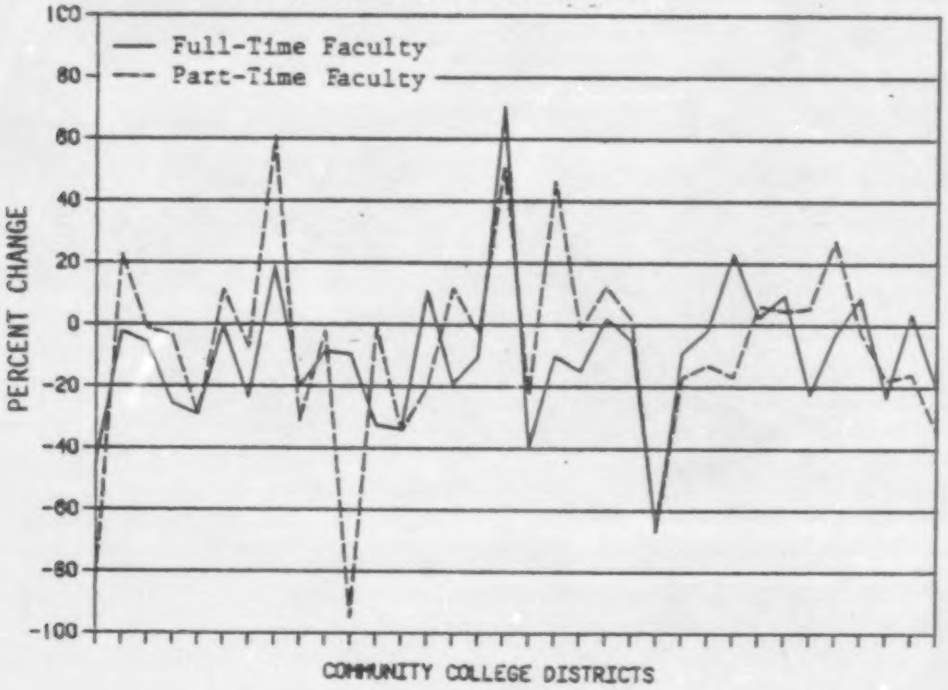


FIGURE 17

PERCENTAGE CHANGES FROM 1980-81 TO 1981-82 IN FULL-TIME NINE AND ELEVEN MONTH FACULTY, PART-TIME FACULTY, AND TOTAL AVERAGE DAILY ATTENDANCE (ADA) IN 34 COMMUNITY COLLEGE DISTRICTS WITH AT LEAST 100 FACULTY MEMBERS IN 1980-81

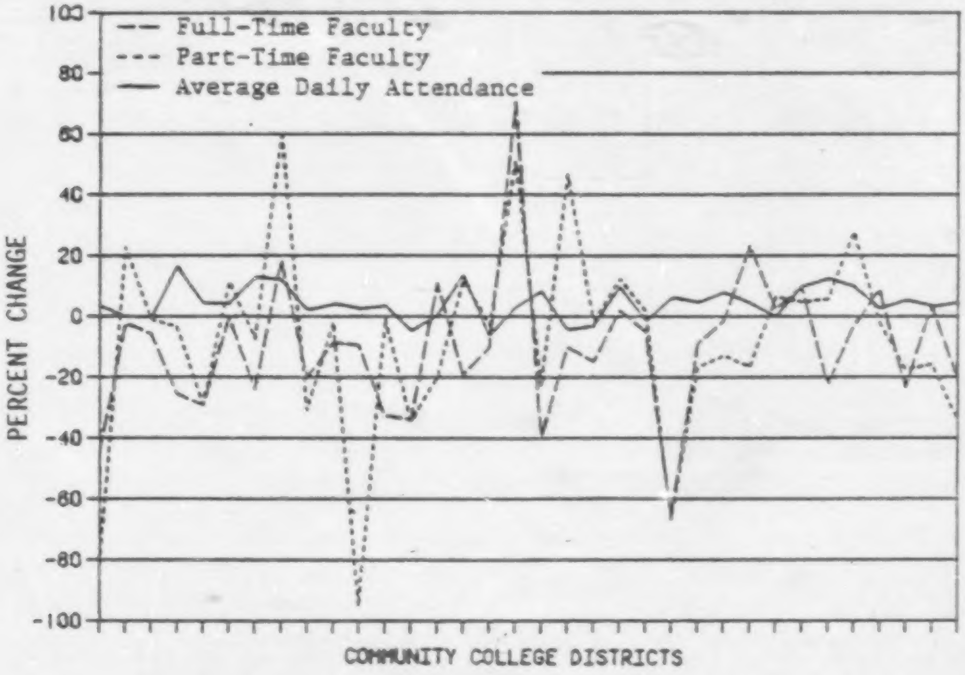


FIGURE 18

1981-82 RANGE (COST OF LIVING) ADJUSTMENTS AND PERCENTAGE CHANGES IN MEAN FULL-TIME FACULTY SALARIES BETWEEN 1980-81 AND 1981-82 IN 35 COMMUNITY COLLEGE DISTRICTS WHICH REPORTED DATA FOR 1979-80, 1980-81, AND 1981-82

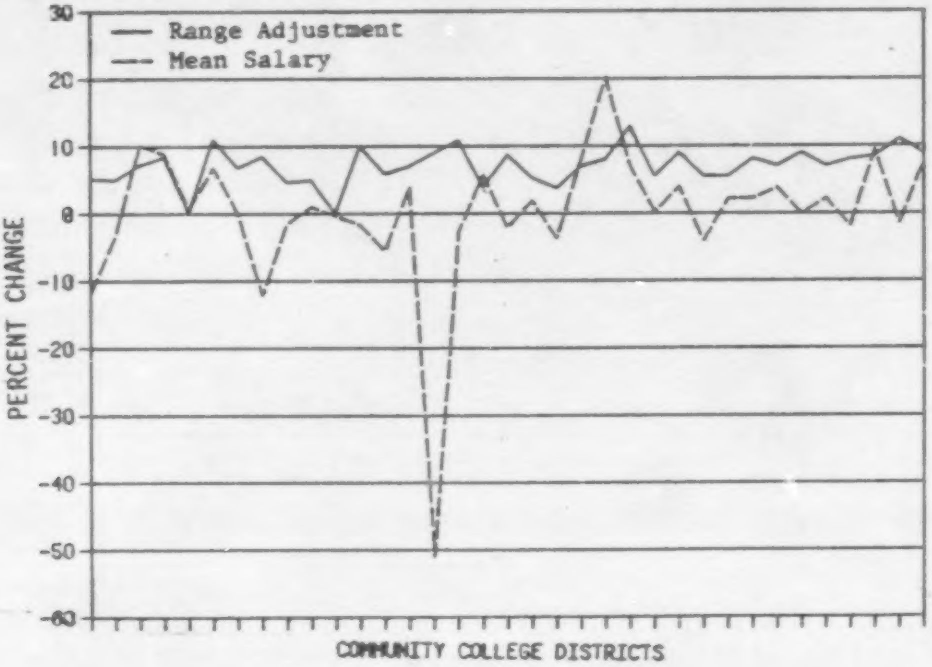
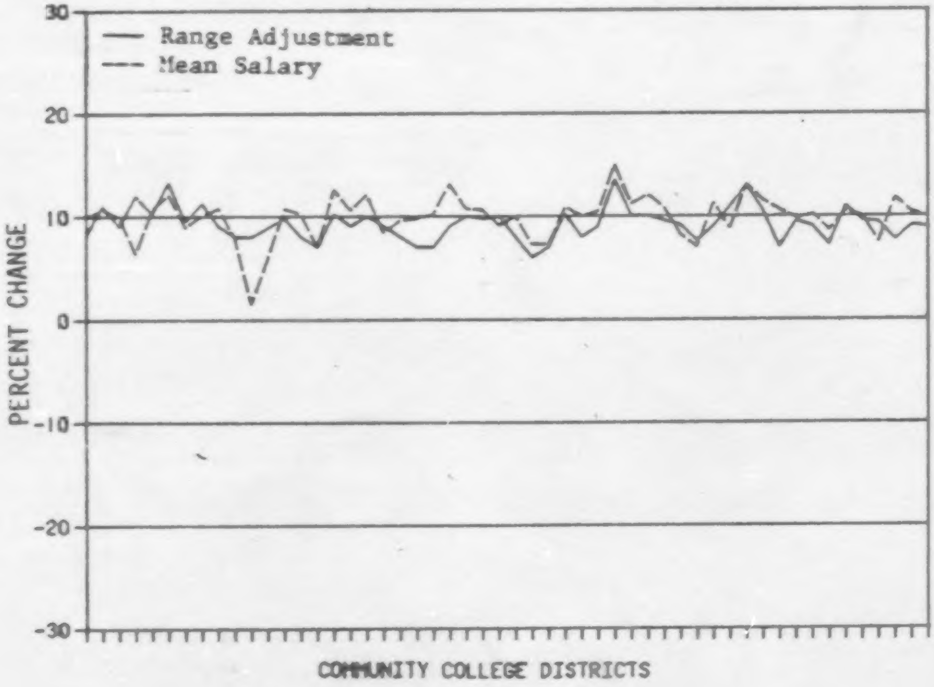


FIGURE 19

1980-81 RANGE (COST OF LIVING) ADJUSTMENTS AND PERCENTAGE CHANGES IN MEAN FULL-TIME FACULTY SALARIES BETWEEN 1979-80 AND 1980-81 IN 35 COMMUNITY COLLEGE DISTRICTS WHICH REPORTED DATA FOR 1979-80, 1980-81, and 1981-82



1177, Statutes of 1980), which directed the Board of Governors to compare employment patterns for full-time and part-time faculty. This report includes a number of chapters which bear on particular issues of faculty compensation.

For example, in last year's final salary report, the Commission noted the wide divergence between the amounts paid to full- and part-time faculty per Weekly Faculty Contact Hour (1981, pp. 85-86):

> Currently, full-time faculty members in the Community Colleges earn about two-and-one-half times as much as part-time faculty members for each Weekly Faculty Contact Hour taught. Also, during 1980-81, 88.4 percent of all new hires in the reporting districts were part-time faculty. On a headcount basis, about 63 percent of all Community College faculty are employed on a part-time

TABLE 44

RANGE ADJUSTMENTS IN 64 COMMUNITY COLLEGE DISTRICTS BY SIZE GROUPING, 1981-82

Group*	Average ADA	Mean Salary Increase	Range of Salary Increases
I	25,176	7.7%	5.0% - 11.00%
II	10,767	6.9	0.0 - 9.00
III	5,542	6.6	0.0 - 10.98
IV	1,947	5.3	0.0 - 11.00

* I: Los Angeles, San Diego, Coast, San Francisco, Los Rios, North Orange, Foothill-De Anza, Contra Costa, Ventura, San Mateo, Mt. San Antonio, Long Beach, Pasadena, Rancho Santiago, El Camino, and Saddleback.

II: Sonoma, West Valley, Cerritos, State Center, Santa Monica, South County, San Bernardino, San Jose, Kern, San Joaquin Delta, Yosemite, Palomar, Santa Barbara, Riverside, Glendale, and Southwestern.

III: Rio Hondo, Allan Hancock, Cabrillo, Redwoods, Shasta-Tehama-Trinity, Citrus, Yuba, Merced, Sequoias, Monterey, Solano, Fremont-Newark, Napa, Hartnell, Mira Costa, and Coachella Valley.

IV: San Luis Obispo, Compton, Antelope Valley, Imperial, Victor Valley, Gavilan, Santa Clarita, Lassen, Mt. San Jacinto, Mendocino, Siskiyous, West Hills, Barstow, Lake Tahoe, West Kern, and Palo Verde.

> basis. Although it is clear that many full-time faculty have other responsibilities that justify differential pay, as well as more seniority, it is not clear whether these added duties justify the large differential that currently exists.

The Chancellor's Office report indicates that, as of Spring 1981, about 69 percent of all Community College faculty members were teaching part time, a somewhat higher figure than for the 1980-81 academic year. In terms of workload, 34 percent of the Spring 1981 classes were taught by part-timers, about the same as the 34.3 percent reported last year for 1980-81.

Of greater interest are the responsibility and compensation differentials between full-time and part-time faculty. The Chancellor's Office indicates that 97.6 percent of those faculty members teaching part time do not maintain office hours, while 93.4 percent of full-time faculty members maintain such hours. Among those part-timers who do hold office hours, 97.8 percent do so for three or fewer hours per week; the average for full-timers is 4.2 hours per week. In addition, full-time faculty are expected to contribute 10 hours per week to other activities such as committee work, staff meetings, advising and counseling, and participation in co-curricular activities. It is also assumed that each faculty member, full or part time, spends one hour in course preparation for each hour spent in class. Thus, a full-time faculty member's 40-hour work week consists of 15 hours in class, 15 hours in preparation, and 10 hours in non-class activities, of which office hours are a part.

In last year's report, the Chancellor's Office submitted data on which the Commission estimated the hourly compensation (excluding fringe benefits) for full-time faculty at $51.26; part-time faculty were estimated to receive $20.42. The Commission noted at the time that these estimates were based on reports from 47 districts for which complete information was available. It was on the basis of those data that the Commission estimated the hourly compensation for full-time faculty to be 2.5 times that for part-time faculty. In the faculty compensation report, part-time earnings per WFCH are said to be $20.03, about the same as reported last year. Full-time hourly earnings for full-time faculty in strictly classroom-related activities are not stated, but the Chancellor's Office estimates an average load for full-timers at 16.2 WFCH and an average salary of $28,819. Assuming an average 35-week year, this translates to a payment per WFCH for full-time faculty of $50.83, again about the same as reported previously. In Table 16 of the Report on Faculty Employment, however, the additional hours spent by full-time faculty are reported as being 4.2 for office hours plus 7.9 for other activities for a total of 12.1 additional hours per week. When these are factored into the equation, full-time faculty members earn an average of $42.49. Using other data in the same table, part-time compensation can be computed at an average of $20.57. Thus, even when the full-time faculty members' additional responsibilities are accounted for, their compensation per hour of teaching is still 2.1 times higher than that for part-time faculty. From these data, it is not difficult to see why Community College districts have a strong incentive to hire part-time faculty, an incentive which obviously has not gone unnoticed, since 88.4 percent of all new faculty hired in 1980-81 were part-timers.

Nevertheless, there are other factors which could help to account for the differential, and they include educational credentials and years of service. Throughout higher education, both educational achievement and seniority are major bases for salary levels, and the Report on Faculty Employment contains some data on both subjects. Unfortunately, the seniority data are fragmentary, containing only a survey of 932 full-time faculty and 1,158 part-time faculty, all of whom hold master's degrees. The results of that survey are shown in Figure 20 and indicate that full-time faculty members have substantially greater seniority than part-time faculty, a result that is not surprising. The Report's educational achievement data are more comprehensive, and indicate that full-time faculty members have more educational credentials than part-timers, and by a considerable margin, with the exception of professional degrees as Table 45 shows.

TABLE 45

TYPES OF EDUCATIONAL CREDENTIALS HELD BY FULL-TIME AND PART-TIME FACULTY, 1980-81

Type of Credential	Full-Time Faculty	Part-Time Faculty
Bachelor's Degree	91.2%	78.7%
Master's Degree	84.8	51.6
Doctorate Degree	12.9	6.3
Professional Degree (Lawyer, Dentist, etc.)	6.0	9.8

Source: Chancellor's Office, California Community Colleges, 1982.

The question of equitable salary differentials between full-time and part-time faculty is such that a straight proration is probably inappropriate. While current differences in compensation between part-time and full-time faculty appear too large to be justified solely on the basis of the nonclassroom responsibilities of full-time faculty, these differences could be at least partially explained by educational achievement and professional experience. However, both of these factors are matters of considerable subjectivity.

CHAPTER TEN

FINDINGS AND CONCLUSIONS

Previous chapters of this report contain a wide variety of data which are intended to provide the Governor and the Legislature with an accurate picture of the current economic status of the professoriate and campus administrators. This picture offers comparisons with several other states and also attempts to show how higher education employees compare to other professional groups and to both short- and long-term changes in the cost of living. In addition, it presents a summary of national and state economic conditions in an effort to predict possible future salary and benefit increases. Finally, it contains summaries of the State's current collective bargaining status, compensation levels for medical faculty, a history of the salary reports, and the existing status of personnel data collection procedures in the California Community Colleges.

On the basis of these data, the Commission offers the following findings and conclusions:

UNIVERSITY OF CALIFORNIA GENERAL CAMPUS FACULTY

1. In the current 1981-82 year, University of California faculty salaries are 2.0 percent lower than the all-ranks average salary in their eight comparison institutions.

2. In the budget year 1982-83, University of California faculty salaries would have to be increased by an average of 9.8 percent to equal the average projected budget year salary in their comparison institutions.

3. Because of intense competition from both business and industry and from other universities similar in scope, function, and quality to the University of California, the Regents recently adopted separate salary schedules for faculty in business administration/management and engineering, including computer science. This new range provides salary increases of between 9.5 and 33.8 percent to qualified faculty in these fields, both current and prospective.

4. Due also to the competitive environment for faculty in certain fields, the University has initiated four different programs since 1979 to assist both current and prospective faculty in purchasing homes. These programs vary widely in scope, function, and financing and have been necessitated by the fact that housing prices in California, especially in urban areas where most of the University's campuses are located, are approximately 40 percent higher than the national average for comparable residences.

UNIVERSITY OF CALIFORNIA ADMINISTRATORS

1. The 25 positions selected for comparison in the University of California do not show a clear pattern of advantage or disadvantage over those in the 10 comparison universities. None of the salaries surveyed departs significantly from the comparison group, with the possible exception of Chief Student Affairs Officer (a 16.5 percent UC advantage) and Dean of Undergraduate Programs (a 23.8 percent UC deficit).

UNIVERSITY OF CALIFORNIA MEDICAL FACULTY

1. In the current 1981-82 year, University of California medical faculty are receiving compensation (not including fringe benefits) in both salary and clinical fees that place them slightly above their comparison institutions in most ranks and specialties. In most cases, the University is at or slightly above the mean salary in each specialty, but ranks neither first nor last in any category of the national survey.

2. The relatively high salaries paid to medical faculty in comparison to general campus faculty are not the result of special salary schedules, since most medical faculty are paid on the same scale as general campus faculty. The higher salaries are due to clinical fees charged to patients at University hospitals. On the average, this fee income amounts to approximately $50,000 to $55,000 for full professors, $45,000 to $50,000 for associate professors, and $35,000 to $40,000 for assistant professors.

CALIFORNIA STATE UNIVERSITY FACULTY

1. In the current 1981-82 year, California State University faculty salaries are 4.0 percent higher than the all-ranks average salary in their 20 comparison institutions.

2. In the 1982-83 budget year, California State University faculty salaries would have to be increased by an average of 2.3 percent to equal the average projected budget-year salary in their comparison institutions.

3. In recent years, the State University has made a large number of appointments of new faculty to associate and full professor ranks in certain fields in order to meet the competition for trained personnel. This practice has been most prevalent in the fields of computer science, engineering, architecture, and business administration. In March 1982, the Trustees approved a resolution which provides for appointment at higher salary ranges but without higher rank than assistant professor. Its purpose is to meet market competition for talent in selected fields while simultaneously avoiding compromise to the tenure system.

4. Impaction at the top step of the professorial ranges continues to be a significant problem in the State University. In the five-year period that records have appeared in the Commission's salary reports, the percentage of faculty occupying the top step has increased each year, and now stands at 63.1 percent of the entire faculty in 1981-82, up from 55.3 percent of the faculty in 1977-78. The principal reasons for the impaction are the State University's policy of virtually automatic advancement from step to step at each professorial rank and the limited number of steps available--five at each rank.

CALIFORNIA STATE UNIVERSITY ADMINISTRATORS

1. State University nonacademic administrators are in general conformity with the comparison group, eight positions receiving higher salaries and six receiving lower. The range is from a 16.8 percent lead for the Director of Campus Security to a 14.0 percent deficit for the Chief Business Officer. Overall, the State University has a 1.0 percent lead for the 14 positions surveyed.

2. With the exception of Dean of Extension and Dean of Undergraduate Programs, State University deans are paid less than their counterparts across the country. In 1979-80 and again in 1981-82, the State University requested a 5.0 percent in equity adjustment to compensate for this imbalance.

CALIFORNIA COMMUNITY COLLEGE FACULTY

1. For this year's faculty salary report, the Chancellor's Office of the California Community Colleges failed to submit the legislatively mandated report on Community College faculty salaries in suitable form. The only submission was a computer printout which contained inaccurate and, therefore, unusable data for 43 of the 70 districts. In addition, no data were submitted for 8 districts, and even for the 19 districts where the Chancellor's Office claimed statistical accuracy, the data appear to be inaccurate in several cases. The only generally accurate data consist of range (cost-of-living) adjustments for 64 districts. (The remaining six districts had not completed salary negotiations.) Although the Chancellor's Office had not intended to submit range adjustment data, it did so after conducting a special mail and telephone survey at the Commission's insistence.

2. In January 1982, the Chancellor's Office released a report on faculty employment in response to a legislative directive (AB 1550, Chapter 1177, Statutes of 1980). This report contained a large amount of data on full- and part-time faculty workload and compensation, and indicated that, when all faculty responsibilities are accounted for, full-time faculty are paid approximately 2.1 times as much as part-time faculty. The report stated that both full- and part-time faculty spend comparable amounts of time in course preparation, but noted that part-time faculty keep few if any office hours and have virtually no other institutional responsibilities. It also showed that full-time faculty have both greater seniority and educational achievement levels than part-time faculty.

GENERAL OBSERVATIONS

1. In most cases, over the past 10 years, employees in other professions have received greater salary increases than faculty at either the University of California or the California State University, although State University faculty have fared slightly better than University faculty. In contrast, during the decade of the 1960s, faculty generally kept pace with other professional groups.

2. California faculty salaries fell behind those of California civil service employees during the 1970s (losing an average of 1 percent per year between 1970-71 and 1980-81), but they have kept pace with these salaries over the past four years and with faculty salaries paid by comparison institutions over both the past two decades.

3. Both the national and State economies are currently experiencing a recession. In California, partly as a result of the national economic climate, large budgetary deficits necessitated a recent special legislative session and several corrective measures to restore the balance between revenues and expenditures. In 1982-83, the State budget will most likely again be restricted, with little funding available for program expansion or general salary and benefit increases.

4. The higher education collective bargaining process initiated in 1978 by the Berman Act continues to proceed toward implementation. At the University of California, elections have been held at Berkeley, Los Angeles, and Santa Cruz, with the first two declining representation and Santa Cruz electing to be represented by the Faculty Association. At the State University, an election for an exclusive representative was conducted in December 1981 and January 1982 with no organization or preference receiving a majority vote. A runoff is scheduled in April and May of 1982 to determine that system's representative. Initial bargaining at the State University should commence with the 1983-84 budget process.

APPENDICES

APPENDIX A

Senate Concurrent Resolution No. 51, 1965 General Session

APPENDIX A

Senate Concurrent Resolution No. 51, 1965 General Session—Relative to academic salaries and welfare benefits.

WHEREAS, The Joint Legislative Budget Committee pursuant to House Resolution No. 250, 1964 First Extraordinary Session, has had prepared and has adopted a report of the Legislative Analyst containing findings and recommendations as to salaries and the general economic welfare, including fringe benefits, of faculty members of the California institutions of higher education; and

WHEREAS, The study of the Joint Legislative Budget Committee found that the reporting of salaries and fringe benefits as it has been made previously to the Legislature has been fragmentary and has lacked necessary consistency, with the result that the Legislature's consideration of the salary requests of the institutions of higher learning has been made unnecessarily difficult; and

WHEREAS, The report recommends that the Legislature and the Governor should receive each December 1 a report from the Coordinating Council for Higher Education, plus such supplementary information as the University of California and the California State Colleges desire to furnish independently, containing comprehensive and consistently reported information as outlined specifically in the report adopted by the Joint Legislative Budget Committee; and

WHEREAS, The reporting recommended by the committee would include essential data on the size and composition of the faculty, the establishment of comprehensive bases for comparing and evaluating faculty salaries, the nature and cost of existing and desired fringe benefits, the nature and extent of total compensation to the faculty, special privileges and benefits, and a description and measurement of supplementary income, all of which affect the welfare of the faculties and involve cost implications to the state now, therefore, be it

Resolved by the Senate of the State of California, the Assembly thereof concurring, That the Coordinating Council for Higher Education in cooperation with the University of California and the California State Colleges shall submit annually to the Governor and the Legislature not later than December 1 a faculty salary and welfare benefits report containing the basic information recommended in the report of the Joint Legislative Budget Committee as filed with the President of the Senate and the Speaker of the Assembly, under date of March 22, 1965.

APPENDIX B

University of California and California State University Comparison Institutions
1966-67 - 1981-82

APPENDIX B

UNIVERSITY OF CALIFORNIA AND CALIFORNIA STATE UNIVERSITY AND COLLEGES COMPARISON INSTITUTIONS, 1966-67 - 1982-83

1966-67

University of California:

- Columbia University
- Harvard University
- Princeton University
- University of Michigan
- Yale University

California State Colleges:

- Bowling Green State University
- Brooklyn College
- Carleton College
- Colorado State University
- Occidental College
- Pomona College
- Purdue University
- Rutgers State University
- Southern Illinois University
- Wesleyan University

1967-68

University of California:

- Columbia University
- Cornell University
- Harvard University
- Princeton University
- University of Illinois
- University of Michigan
- University of Wisconsin
- Yale University

California State Colleges:

- Bowling Green State University
- Brandeis University
- Brooklyn College
- Iowa State University
- Occidental College
- Pomona College
- Purdue University
- Rutgers State University
- Southern Illinois University
- University of Oregon

1968-69

University of California:

- Cornell University
- Harvard University
- Stanford University
- State University of New York (Buffalo)
- University of Illinois
- University of Michigan
- University of Wisconsin
- Yale University

California State Colleges:

- Bowling Green State University
- Brandeis University
- Brooklyn College
- Brown University
- Iowa State University
- Michigan State University
- Northwestern University
- Pennsylvania State University
- Purdue University
- Rutgers State University
- Southern Illinois University
- State University of New York (Albany)
- University of Colorado
- University of Kentucky
- University of Massachusetts (Amherst)
- University of Oregon
- Wayne State University
- University of Minnesota

1969-70

University of California:

(No Change)

California State Colleges:

(No Change)

1970-71

University of California:

- Brown University
- Columbia University
- Cornell University
- Harvard University
- Princeton University
- Michigan State University
- Northwestern University
- Ohio State University
- Purdue University
- University of Chicago
- University of Indiana
- University of Illinois
- University of Iowa
- University of Michigan
- University of Minnesota
- University of Pennsylvania
- University of Wisconsin
- Yale University
- Stanford University

California State Colleges:

The Major Public University in Each State (50 Institutions)

- University of Alabama
- University of Alaska
- University of Arizona
- University of Arkansas
- University of California
- University of Colorado
- University of Connecticut
- University of Delaware
- University of Florida
- University of Georgia
- University of Hawaii
- University of Idaho
- University of Illinois
- Indiana University
- University of Iowa
- University of Kansas
- University of Kentucky
- Louisiana State University
- University of Maine
- University of Maryland
- University of Massachusetts
- University of Michigan

University of Minnesota
University of Mississippi
University of Missouri
University of Montana
University of Nebraska
University of Nevada
University of New Hampshire
University of New Mexico
Rutgers State University (New Jersey)
State University of New York (Buffalo)
University of North Carolina
University of North Dakota
Ohio State University
University of Oklahoma
University of Oregon
Pennsylvania State University
University of Rhode Island
University of South Carolina
University of South Dakota
University of Tennessee
University of Texas
University of Utah
University of Vermont
University of Virginia
University of Washington
West Virginia University
University of Wisconsin
University of Wyoming

Other Public Institutions Which Meet the Definition of a University (20 Institutions)

Auburn University
Arizona State University
Colorado State University
Florida State University
Purdue University
Iowa State University
Kansas State University
Michigan State University
Wayne State University
Mississippi State University
New Mexico State University
North Dakota State University
University of Cincinnati
Oklahoma State University
Oregon State University
Texas A & M University
Texas Technological College
University of Houston
Utah State University
Washington State University

Private Institutions Which Meet the Definition of a University (32 Institutions)

Stanford University
University of Southern California
Yale University
George Washington University
Illinois Institute of Technology
Northwestern University
University of Chicago
Tulane University
Johns Hopkins University
Boston University
Brandeis University
Clark University
Harvard University
Massachusetts Institute of Technology
Tufts University
Washington University (St. Louis)
Princeton University
Columbia University
Columbia Teachers College
Cornell University
New York University
Syracuse University
University of Rochester
Duke University
Case Western Reserve
Lehigh University
Temple University
University of Pennsylvania
University of Pittsburgh
Brown University
Vanderbilt University
Rice University

1971-72

University of California:

(No Change)

California State University and Colleges:

(No Change)

1972-73

University of California:

(Same List as Used in 1968-69)

California State University and Colleges:

(No Change)

1973-74

University of California:

(No Change)

California State University and Colleges:

- Bowling Green State University
- Illinois State University
- Indiana State University
- Iowa State University
- Miami University (Ohio)
- Northern Illinois University
- Portland State University
- Southern Illinois University
- State University of New York (Albany)
- State University of New York (Buffalo College of Arts and Sciences)
- Syracuse University
- University of Colorado
- University of Hawaii
- University of Nevada
- University of Oregon
- University of Southern California
- University of Wisconsin (Milwaukee)
- Virginia Polytechnic Institute and State University
- Wayne State University
- Western Michigan University

1974-75 Through 1983-84

University of California:

(No Change)

California State University:

(No Change)

APPENDIX C

Methodology Employed by the California Postsecondary Education Commission for Preparation of the Annual Reports on University of California and California State University Faculty Salaries and Cost of Fringe Benefits

Commission Resolution 17-77 117

Revised Methodology 119

California Postsecondary
Education Commission

June 13, 1977

Resolution 17-77

Concerning the Methodology Employed for the California Postsecondary Education Commission's Annual Reports on Faculty Salaries and Fringe Benefits

WHEREAS, The University of California and the California State University and Colleges have expressed reservations with the methodology used for the California Postsecondary Education Commission's recent reports on faculty salaries and fringe benefits, particularly with respect to the computations for fringe benefits, and

WHEREAS, Commission staff convened a technical advisory committee consisting of representatives of the segments, the Department of Finance, and the Office of the Legislative Analyst to advise on possible revisions of the existing methodology, and

WHEREAS, The committee met on five occasions to thoroughly review and discuss the methodology for the reports on faculty salaries and fringe benefits, not only with respect to the computations for fringe benefits, but also regarding all other aspects of the methodology, and

WHEREAS, Based on the advice of the committee, a revised methodology has been developed by Commission staff; now therefore, be it

RESOLVED, That the California Postsecondary Education Commission adopt the attached document entitled, Revised Methodology for the Preparation of the Annual Report on University of California and California State University and Colleges Faculty Salaries and Fringe Benefits, 1978-79, which by reference becomes a part of this resolution, and be it further

RESOLVED, That copies of this resolution be transmitted to the Governor, the Legislature, the Department of Finance, the Office of the Legislative Analyst, the Regents of the University of California and the Trustees of the California State University and Colleges.

California Postsecondary
Education Commission

June 13, 1977

REVISED METHODOLOGY FOR THE PREPARATION OF THE ANNUAL REPORT ON UNIVERSITY OF CALIFORNIA AND CALIFORNIA STATE UNIVERSITY AND COLLEGES FACULTY SALARIES AND FRINGE BENEFITS, 1978-79

INTRODUCTION

The methodology to be employed for the 1978-79 report contains a number of substantive modifications from that adopted by the Commission in September, 1974 and used for the annual reports for 1975-76, 1976-77, and 1977-78.

In developing this new methodology, both the University of California and the California State University and Colleges conferred with a number of groups and individuals, including representatives of faculty organizations. Subsequently, each segment submitted proposals for changes in the existing methodology. These proposals were then considered by a technical advisory committee established by the Commission consisting not only of Commission staff and segmental representatives, but also of representatives of the Department of Finance and the Office of the Legislative Analyst.

In the past year, one aspect of the annual report on faculty salaries and fringe benefits was heavily criticized; namely, the treatment of the comparison of fringe benefits. This criticism centered on two major points. The first related to the recent practice of treating the cost of fringe benefits and the salary adjustments required to achieve parity as additive to produce a figure for "Total Equivalent Compensation" (TEC). This practice will be discontinued in subsequent years. The second criticism stemmed from the fact that the comparison method was limited to the employer cost of benefits (expressed as a percentage of payroll). Since there is, at best, only an indirect relationship between the value of fringe benefits to the employee and the cost of those benefits to the employer, the use of fringe benefit comparisons with other institutions can often be seriously misleading.

Although the basic difficulties with fringe benefit comparisons were noted in the report for the 1977-78 fiscal year, it is proposed that a much more definitive disclaimer be included in the text for the 1978-79 report. Clearly, a benefit package of given cost may be very different from another benefit package of the same cost when the two are defined and administered differently. By way of illustration, if the employer adds to a pension fund to improve its actuarial integrity, it increases the cost of the benefit package but does not result in any new or additional benefits.

The Commission will continue to show the results of the comparison survey regarding the cost of fringe benefits but will display it separately from the salary data and will include a sufficiently detailed explanation of the issues so as to avoid misunderstanding or inappropriate use of the figures.

The second major change is the elimination of the "Cost of Living Adjustment for Salaries." For the past three years, an adjustment has been made in the projected salaries of the comparison institutions to account for changes in the rate of inflation. This adjustment has been widely misunderstood. It is not an escalator clause of the kind frequently found in collective bargaining agreements; it is an index only of changes in the rate of inflation and not a measure of inflation itself.

The other changes are essentially technical in nature. To date, all ranks average salary and fringe benefit projections have been made on the basis of prior year (for the preliminary report) and current year (for the final report) segmental staffing patterns. Since these elements of compensation are implemented in the budget year, it is desirable to establish a staffing pattern for that year. This will be done by the University of California for the 1978-79 report and by the California State University and Colleges beginning in 1979-80.

The final change will affect only the computation of fringe benefits for the California State University and Colleges. That system previously based its fringe benefit projections on the assumption that no salary increase would be granted. Because an increase in salary automatically increases applicable fringe benefits, a degree of distortion occurs. The University of California uses a system whereby a salary increase is computed first, the automatic increases in fringe benefits resulting from that increase accounted for, and the fringe benefits calculated after this accounting. The Commission believes the latter approach to be more reasonable and has therefore adopted it for both segments.

METHODOLOGY

The procedures to be employed for the 1978-79 budget year and in subsequent years are as follows:

A. NUMBER AND TIMING OF REPORTS

Two reports will be prepared each year. The first report, based on preliminary data, will be submitted to the Department of Finance in November. The final report, based on the most current data, will be submitted to the Legislative Budget Committee in April. In order to meet these submission dates, the University of California and the California State University and Colleges will forward data on comparison institutions and segmental faculty salaries to Commission staff by mid-October for the preliminary report and by late February for the final report.

B. PRINCIPLE OF PARITY

The report will indicate what adjustments would be needed for the forthcoming year for salaries and costs of fringe benefits for University of California and California State University and Colleges' faculty to achieve and maintain rank-by-rank parity with such salaries and costs of fringe benefits provided faculty in appropriate comparison institutions. A separate list of comparison institutions will be used by each of the California segments of higher education. The report will separate calculations and displays of data related to percentage increases required for parity in salaries from those related to fringe benefit costs.

C. COMPARISON INSTITUTIONS[1]

Comparison institutions for the University of California will be:

Cornell University
Harvard University
Stanford University
State University of New York at Buffalo
University of Illinois
University of Michigan at Ann Arbor
University of Wisconsin at Madison
Yale University

Comparison institutions for the California State University and Colleges will be:

East

State University of New York at Albany
State University of New York College at Buffalo
Syracuse University
Virginia Polytechnic Institute and State University

West

University of Southern California
University of Hawaii
University of Nevada
University of Oregon
Portland State University

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[1] If any institution is omitted for any reason, a replacement will be selected based upon the established criteria by Commission staff in mutual consultation with the segments, the Department of Finance, and the Legislative Analyst. The Attachment indicates the criteria for selection of the comparison institutions.

Other

University of Colorado
Illinois State University
Northern Illinois University
Southern Illinois University
Indiana State University
Iowa State University
Wayne State University
Western Michigan University
Bowling Green State University
Miami University (Ohio)
University of Wisconsin at Milwaukee

D. FACULTY TO BE INCLUDED AND EXCLUDED

The faculties to be included in the comparisons are those with full-time appointments at the ranks of professor, associate professor, assistant professor, and instructor, employed on nine and eleven month (prorated) appointments, (both regular and irregular ranks as appropriate), with the exception of faculties in the health sciences, summer sessions, extension programs and laboratory schools, provided that these faculties are covered by salary scales or schedules other than that of the regular faculty. At the rank of instructor, full-time equivalent faculty are used because of the preponderance of part-time appointments at this rank.

The faculty members to be included are those assigned to instruction (regardless of the assignments for research or other university purposes), department chairmen (if not on an administrative salary schedule), and faculty on salaried sabbatical leave.

E. COMPUTATION OF AVERAGE SALARIES AND COST OF FRINGE BENEFITS

For each academic rank within the California State University and Colleges' comparison groups, the total actual salary dollars for the combined group is divided by the number of faculty within the rank to derive average salaries by rank for their comparison institutions as a whole. Average costs of fringe benefits will be computed in a similar manner.

For the University of California's comparison groups, the average salary by rank is obtained for each comparison institution. The single average salary (for each rank) for the comparison group is then calculated by adding the average salaries at the eight comparison institutions and dividing by eight, thereby giving equal weight to each institution regardless of the number of faculty. The same procedure should be used to compute the cost of fringe benefits.

F. FIVE-YEAR COMPOUND RATE OF SALARY AND FRINGE BENEFIT GROWTH

For the preliminary report, a five-year compound rate of change in salaries and fringe benefits at each rank at the comparison institutions will be computed on the basis of actual salary and fringe benefit data of the preceding year and of the prior five years.

In obtaining compound rates of change at the comparison institutions, each segment will compute the average salary and fringe benefit costs by rank for their respective comparison institution groups as specified in Section E above. Each will then calculate the annual compound growth rate changes in average salaries and fringe benefit costs for each rank (over the five-year period) at their respective comparision institutions. These rates of change will then be used to project average salaries and costs of fringe benefits for that rank forward for two years to the budget year.

The same procedure will be used in producing the final report, except that the base year for the comparison institutions will be moved forward one year, permitting the use of a one-year projection rather than the two-year projection necessary in the preliminary report. The California segments will use actual current salary and fringe benefit data as reported by the comparison institutions rather than budgeted figures.

G. ALL-RANKS AVERAGE SALARY AND FRINGE BENEFIT COSTS

Average all-ranks average salaries and fringe benefit costs projected for the budget year will be calculated for each segment, using the average salaries and fringe benefits by rank projected for the budget year for the comparison groups and the staffing pattern in the appropriate California segment. The California State University and Colleges will use the current year staffing pattern while the University of California will use a staffing pattern projected for the budget year. These all-ranks average salary and fringe benefit amounts for the budget year constitute the salaries and fringe benefits to be provided to the corresponding California segment for that segment to achieve parity, rank-by-rank, with its comparison group. The average all-ranks salaries and fringe benefits thus projected to the budget year for each California segment will then be compared with the current all-ranks average salaries and fringe benefits for that segment to determine the percentage increase required by the segment to achieve parity. For the 1978-79 report, the California State University and Colleges will modify the percentage difference (to 1/10th of a percentage point) to account for merit increases, promotions, and faculty turnover. This adjustment will not be necessary for the University of California since the projection of the staffing pattern into the budget year will account for these adjustments automatically. In subsequent years, the California State University and Colleges will use the same procedure as the University of California.

H. SUPPLEMENTARY INFORMATION

The Commission will prepare supplementary tables containing five years of trend data, with the data for the most recent year supplied by the segments.

1. Number of full-time faculty by rank;
2. Number and percent of new and continuing full-time faculty with the doctorate by rank;
3. Number and percent of full-time faculty with tenure or security of appointment by rank;
4. Separations of full-time faculty with tenure or security of appointment by rank;
5. Destination of faculty who resign, by rank (indicating the name of the institution for those faculty remaining in higher education);
6. Sources of recruitment by rank;
7. Faculty promotional patterns.

ATTACHMENT

CRITERIA FOR SELECTION OF COMPARISON INSTITUTIONS

The following criteria will be used to select comparison institutions for the University of California:

1. Each institution should be an eminent major university offering a broad spectrum of undergraduate, graduate (Masters and Ph.D.), and professional instruction, and with a faculty responsible for research as well as teaching.

2. Each institution should be one with which the University is in significant and continuing competition in the recruitment and retention of faculty.

3. Each institution should be one from which it is possible to collect salary data on a timely, voluntary and regular basis. (Not all institutions are willing to provide their salary data, especially in the detail required for comparison purposes.)

4. The comparison group should be composed of both public and private institutions.

In selecting these institutions, stability over time in the comparison institutions group is important to enable the development of faculty salary market perspective, time serious analysis, and the contacts necessary for gathering required data.

The following criteria will be used for selection of comparison institutions for the California State University and Colleges. The institutions selected according to these criteria are those which have approximately the same functions with regard to undergraduate and graduate instruction, and with which the Califionia State University and Colleges compete for faculty.

1. General Comparability of Institutions

   The expectations of faculty at the comparison institutions should be relatively similar to those prevailing at the California State University and Colleges. Consequently, the comparison institutions should be large institutions that offer both undergraduate and graduate instruction. Excluded from consideration under this criterion were:

   a. Institutions with less than 300 faculty members;

b. The 20 institutions that awarded the greatest number of doctoral degrees during the ten-year period, 1959-60 through 1968-69. (These 20 institutions awarded nearly half of all doctoral degrees awarded in the U.S. during this period);

c. Community Colleges and colleges without graduate programs;

d. Institutions staffed with religious faculty.

2. Comparability of States' Ability to Support Higher Education

The basis of financial support available to the comparison institutions should be relatively similar to that of California. Excluded from consideration were:

a. Institutions in states where the per capita income in 1970 was more than ten percent below the U.S. average. (California's per capita income was approximately 14 percent above the U.S. average.) The criterion was applied to both public and private institutions;

b. Institutions in New York City and Washington, D.C., because of the high cost of living and the much higher than average incomes in these cities.

3. Competition for Faculty

Institutions on the comparison list preferably should be institutions from which California State University and Colleges' faculty are recruited or vice versa.

4. Similarity of Functions

The comparison group should include institutions that are among the largest institutions with graduate programs but which do not grant, or grant very few, doctoral degrees.[1] (Nine CSUC campuses are among the 20 largest such institutions in the country.)

5. Fringe Benefits

The comparison institutions should provide fringe benefits, including a retirement program, that vests in the faculty member within five years. This criterion was applied by generally excluding from consideration institutions with nonvesting retirement programs.

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[1] Category IIA in the AAUP report.

6. University of California Comparison Institutions

The comparison group of institutions developed for the California State University and Colleges should not include institutions used by the University of California in determining its faculty compensation.

7. Acceptance as Comparison Institution

The comparison institutions preferably should be institutions that have been accepted previously for the purpose of comparing faculty salaries in the California State University and Colleges.

8. Senior or Tenured Faculty

The comparison group of institutions should have a faculty mix ratio in their upper two ranks that is similar to the ratio of faculty in the upper two ranks of the California State University and Colleges.

APPENDIX D

House Resolution No. 250, 1964 First Extraordinary Session

APPENDIX D

House Resolution No. 250

Relative to the economic welfare of the faculties of the California Public Institutions of Higher Education

WHEREAS, The Master Plan for Public Higher Education strongly recommended that every effort be made to ensure that the institutions of higher education in California maintain or improve their position in the intense competition for the highest quality of faculty members; and

WHEREAS, The Coordinating Council for Higher Education in its annual report to the Governor and the Legislature regarding level of support for the California State Colleges and the University of California recommended that funds should be provided to permit at least an additional 5 percent increase in academic salaries for the California State Colleges and the University of California; and

WHEREAS, The Trustees of the California State Colleges in their annual report to the Legislature declared that the California State Colleges are falling far behind in the face of this competition and that by 1964-65 faculty salaries will be lagging 14 to 18 percent behind those of comparable institutions; and

WHEREAS, Greatly increasing enrollments in institutions of higher education in California during the next decade will cause a demand for qualified faculty members which cannot possibly be met unless such institutions have a recruitment climate which will compare favorably with other colleges, universities, business institutions, industry, and other levels of government; and

WHEREAS, California has achieved an enviable momentum in business and industrial development, a momentum now threatened by lagging faculty salaries so that failure to maintain adequate salary scales for faculty members in California institutions of higher education would be false economy; and

WHEREAS, There have been widespread reports from the State College and University campuses that higher salaries elsewhere are attracting some of the best faculty members from the California institutions of higher education, and if such academic emigration gains momentum because of inadequate salaries, the effect will disrupt the educational processes and result in slower economic growth, followed by lower tax revenues; and

WHEREAS, The Legislature has a continuing interest in the difficult and pressing problems faced by the California institutions of higher education in attracting and maintaining outstanding faculty members in a period of stiff competition and rapid growth; and

WHEREAS, The Legislature has a continuing interest in the difficult and pressing problems faced by the California institutions of higher education in attracting and maintaining outstanding faculty members in a period of stiff competition and rapid growth; and

WHEREAS, The State's investment in superior teaching talent has been reflected in California's phenomenal economic growth and has shown California taxpayers to be the wisest of public investors, but unless the superiority in faculty quality is maintained, the contributions by the California institutions of higher education to the continued economic and cultural development of California may be seriously threatened; now, therefore, be it

RESOLVED BY THE ASSEMBLY OF THE STATE OF CALIFORNIA, That the Assembly Committee on Rules is directed to request the Joint Legislative Budget Committee to study the subject of salaries and the general economic welfare, including fringe benefits, of faculty members of the California institutions of higher education, and ways and means of improving such salaries and benefits in order that such California institutions of higher education may be able to compete for the talent necessary to provide the highest quality of education, and to request such committee to report its findings and recommendations to the Legislature not later than the fifth legislative day of the 1965 Regular Session.

A RECOMMENDED METHOD FOR REPORTING TO THE LEGISLATURE ON FACULTY SALARIES AND OTHER BENEFITS AT THE UNIVERSITY OF CALIFORNIA AND THE CALIFORNIA STATE COLLEGES

(Pursuant to HR 250, 1964 First Extraordinary Session)

Prepared by the
Office of the Legislative Analyst
State of California

January 4, 1965

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INTRODUCTION

The purpose of this staff report is to recommend a method for reporting to the Legislature on salaries, fringe benefits and other special economic benefits for faculties of the University of California and the California State Colleges. This report has been prepared by the Joint Legislative Budget Committee in response to House Resolution 250 (1964 First Extraordinary Session, Appendix 1)[1] which resolved:

> "That the Assembly Committee on Rules is directed to request the Joint Legislative Budget Committee to study the subject of salaries and the general economic welfare, including fringe benefits, of faculty members of the California institutions of higher education, and ways and means of improving such salaries and benefits in order that such California institutions of higher education may be able to compete for the talent necessary to provide the highest quality of education, and to request such committee to report its findings and recommendations to the Legislature not later than the fifth legislative day of the 1965 Regular Session."

Staff of the Joint Legislative Budget Committee initiated its study by seeking information which would reflect the magnitude of California's long-range and immediate problems regarding the need to recruit and retain an adequate number of high quality faculty. While reviewing past reports presented to the Legislature as justification for salary increase recommendations by the Coordinating Council for Higher Education, the University of California and the California State Colleges, it became apparent that the first step in trying to improve faculty salaries and other benefits is to furnish the Legislature with comprehensive and consistent data which identify the nature and level of competitive benefits. The costs associated with recommendations, rated according to priority, should be included in proposals by the segments in order to aid the Legislature in determining how much to appropriate and the benefits which an appropriation will buy.

There has existed in the past a difference between what the institutions have recommended as the need for salary and benefit increases and what has finally been appropriated by the Legislature. There are two principal reasons for this difference which at times may be closely related: (1) The Legislature may disagree with what is proposed as to need, or (2) there may not be enough funds to meet the need because of higher priorities in other areas of the budget.

These needs are very complex and, for example, include such factors as:

1. Disagreement with conclusions drawn from data submitted in justification of recommendations;
2. Lack of confidence in the quantity, quality, or type of data;
3. The failure of advocates to make points which are concise and clearly understandable;
4. The submission of conflicting data by legislative staff or the Department of Finance.

After careful consideration, it was determined that a special report should be made to the Budget Committee containing recommendations as to the kind of data the Legislature should be furnished for the purpose of considering salary and other benefit increases.

On August 5, 1964 a letter (Appendix 2) was sent from the Legislative Analyst to the Coordinating Council for Higher Education, the University of California, the California State Colleges, the Department of Finance and various faculty organizations informing them that the Joint Legislative Budget Committee was planning to hold a public hearing in connection with HR 250 and asking for replies to a series of questions designed to gather background information about salary and fringe benefits data (Appendix 3, Copies of Replies Received). The primary purpose of the hearing was to provide the University of California, the California State Colleges and interested groups the opportunity to indicate the basis on which salary and fringe benefits should be reported to the Legislature, including the kind of data to be compiled and who should compile and publish it (Appendix 4, Copies of Prepared Testimony Filed with the Joint Legislative Budget Committee at the October 15, 1964 Hearing). The contents of most of the prepared statements discussed problems and in some instances recommendations relating to faculty salaries and other benefits rather than the primary purpose of the hearing, but the testimony did serve to identify areas of concern. The hearing also established legislative interest in the subjects of faculty workload and sources of supplementary income.

The review of past faculty salary reports, the replies to the Legislative Analyst's letter of August 5, 1964, the oral and prepared statements received at the October 15, 1964 hearing of the Joint Legislative Budget Committee and other sources have revealed significant findings and permitted the development of recommendations concerning the type of information and method of presentation that should be included in future faculty salary reports prepared for the Legislature.

BACKGROUND

Current procedures for review of faculty salary and other benefit increase proposals, starting with the presentation of recommendations by state colleges and University of California administrative officials to their respective governing boards, appear generally to be adequate, with minor reservations. The State College Trustees and the Regents of the University of California generally formulate their own proposals in December and forward them to the State Department of Finance for budget consideration. Concurrently the Coordinating Council for Higher Education also makes a report with recommendations which is made available to the State Department of Finance. The Governor and the Department of Finance consider these salary increase proposals in relation to the availability of funds and their own analysis of faculty salary needs and decide how much of an increase, if any, to include in the Governor's Budget. The Legislative Analyst in the *Analysis of the Budget Bill* provides analysis and recommendations as to the Governor's budget proposal.

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[1] Appendices deleted.

When appropriate legislative committees hear the budget request for faculty salary increases they may be confronted with several recommendations from various sources. Their first responsibility is to consider the Governor's recommendations in the Budget Bill. However, the University and the California State Colleges generally request the opportunity to present their own recommendations, which frequently differ from the Governor's proposal. Also, the Coordinating Council for Higher Education presents its recommendations. Various faculty organizations may desire to make independent proposals. The Legislature has been cooperative in providing all interested parties the opportunity to present their views, but these presentations have been marked by extreme variations in recommendations and in the data which support the requests.

WHO SHOULD PREPARE FACULTY SALARY REPORTS

There appears to be some difference of opinion concerning the purpose of faculty salary reports and recommendations prepared by the Coordinating Council for Higher Education. The University of California and the California State Colleges contend that they should make direct recommendations to the Governor and the Legislature and that Coordinating Council recommendations should be regarded as independent comments. Conversely, the Department of Finance and the Coordinating Council for Higher Education believe that salary reports and recommendations of the Coordinating Council should be the primary report submitted to the Department of Finance and the Governor to consider in preparing budget recommendations. The Department of Finance states that such a report should be regarded as similar in status to the annual salary report relating to civil service salaries prepared by the State Personnel Board for the Governor and the Legislature. It is our opinion that the Legislature should give specific and primary consideration to the recommendations in the Governor's Budget and to the annual faculty salary report of the Coordinating Council for Higher Education. However, any separate recommendations of the University of California and the California State Colleges should also be considered.

WHAT FACULTY SALARY REPORTS SHOULD CONTAIN

We do not believe that reporting required of the University, the California State Colleges, and the Coordinating Council for Higher Education should limit the right of these agencies to emphasize specific points in supporting their own recommendations. However, the Legislature should take steps to establish a consistent basis upon which it will receive comprehensive information about faculty salaries, other benefits, and related subjects from year to year. After careful consideration of the statistical and other grounds presented in support of salary and other benefit increase proposals in the past, we recommend that basic data be included in faculty salary reports to the Legislature in a consistent form in the following areas:

A. Faculty Data
B. Salary Data
C. Fringe Benefits
D. Total Compensation
E. Special Privileges and Benefits
F. Supplementary Income

Since it is necessary for staff of the executive and legislative branches of government to analyze recommendations prior to the commencement of a legislative session, all reports and recommendations should be completed by December 1 of each year.

A. Faculty Data

1. Findings
   a. Informative data about the size, composition, retention, and recruitment of California State College faculty has been presented to the Legislature from time to time, but usually it has been so selective that it lacks objectivity and has been inconsistent from year to year.
   b. Superior faculty performance has not been demonstrated as a reason to justify past requests for superior salaries.
2. Recommendations

   The following data should be compiled and presented annually on a consistent basis. Definitions of what constitutes faculty are left to the discretion of the University and the state colleges but should be clearly defined in any report. Additional data may be included in any given year to emphasize special problems, but such data should supplement not replace the basic information recommended below. Graphs should be used when practical, accompanied by supporting tables in an appendix. Recommended faculty data includes:

a. The number of faculty, by rank and the increase over the previous five years to reflect institutional growth.

b. Current faculty composition expressed in meaningful terms, including but not limited to the percentage of the faculty who have PhD's.

c. Student-faculty ratios as a means of expressing performance.

d. Data relating to all new full-time faculty for the current academic year including the number hired, source of employment, their rank and highest degree held. Existing vacancies should also be noted. Pertinent historical trends in these data should be analyzed. We do not believe that subjective and incomplete data estimating reasons for turning down offers, such as has been presented in the past, serves any useful purpose.

e. Faculty turnover rates comparing the number of separations to total faculty according to the following suggested categories; death or retirement, to research or graduate work, intra-institutional transfers, other college or University teaching, business and government, other.

3. Comments

The first three recommendations above are designed to reflect faculty size, composition, rate of growth, and workload. The inclusion of consistent data from year to year will facilitate trend analysis as it relates to the institutions involved and, when possible, to comparable institutions. The purpose of including data on new faculty and faculty turnover is to provide a quantitative base for discussions of problems relating to faculty recruitment and retention. It may also be beneficial to include some basic statistics about the available supply of faculty to see what proportion of the market, new PhD's for example, California institutions hire every year.

B. Salary Data

1. Findings

a. The University for several years has exchanged salary data to provide a consistent comparison with a special group of five "eminent" universities, as well as with a group of nine public universities. Conversely, the California State Colleges have not yet established a list of comparable institutions which is acceptable to them.

b. Both the University of California and the Coordinating Council for Higher Education maintain that salary comparisons to appropriate institutions is the best single method of determining salary needs.

c. The University of California places less significance on salary comparisons with nonacademic employment than the Coordinating Council on Higher Education and the California State Colleges.

d. Salary increases have been proposed on the basis of differentials between total compensation (salaries plus fringe benefits) in comparable institutions.

e. Both the University and the California State Colleges have tended to relate the size of proposed salary increases to how much of an increase would be necessary to return to a specific competitive position which existed in 1957–58 and which was unusually advantageous.

f. Salary comparisons have frequently been made to various levels of teaching including elementary, high school, and junior college salaries.

g. Methods of salary comparisons with other institutions have varied from year to year in reports prepared by the state colleges.

2. Recommendations

a. We recommend that proposed faculty salary increases distinguish between: (1) increases necessary to maintain the current competitive position and (2) increases to improve the current competitive position.

   (1) Proposed increases to maintain the existing competitive position should be equivalent to a projection of the average salary relationship between the University, or state colleges, and comparable institutions during the current fiscal year to the next fiscal year. We recommend that this projection be based on a projection of actual salary increases by rank in comparable institutions during the past five years, permitting statistical adjustments for unusual circumstances. Thus the proposed increase to maintain the existing competitive position would, in effect, be equal to the average of annual salary increases in comparable institutions during the past five years. A record of the accuracy of projections should be maintained in an appendix.

   (2) Recommendations to improve the current competitive positions should be related to the additional advantages to be derived.

b. It is also recommended that the California State College Trustees select a list of comparable institutions within the next year and that agreements be negotiated to exchange salary data in a form which will facilitate comparisons. A list of the criteria used to select comparable institutions, plus characteristics of the institutions selected, should be included in next year's report.

c. Specific proposals for salary increases should be accompanied by comparisons of current salary amounts and historic trends to comparable institutions. The following general principles are considered to be important:

   (1) Salary data should be separated from fringe benefit and special benefit data for purposes of reporting salary comparisons.

   (2) A consistent form should be used from year to year to present salary data. A suggested form might be to illustrate a five-year historic trend in average salaries by using a line graph for each rank. An alternative might be a table which simply shows where California ranked among comparable institutions during the past five years.

   The current salary position might best be illustrated by showing a list of average salaries of the California institutions and the other comparable institutions from the highest to the lowest average, by rank, for the last actual and current years. This will show the relative position of the California institution for the last actual and current years, as well as the range of averages. Frequency distributions of faculty by rank or professor should be incorporated in an appendix and any significant limitations in the use of averages between those particular institutions in a given year should be noted. For example, an unusual proportion of faculty in the high ranks or the low ranks would affect the comparability of the arithmetic means.

   (3) Special data to illustrate a particular problem in any given year would be appropriate as long as it supplements, rather than replaces, basic salary data.

d. Finally, it is recommended that salary data be reported in a form by rank which compensates for differences in faculty distributions.

C. Fringe Benefits

1. Findings

a. The definition of fringe benefits generally includes benefits available to all faculty that have a dollar cost to the employer. Benefits and services in kind are considered to be fringe benefits only if a cash payment option is available. Retirement and health insurance, by definition, are the only two programs considered as fringe benefits by the University of California and the California State Colleges.

b. Comparisons of fringe benefits, when comparisons have been made at all, have generally been limited to the dollar contribution by the employer and have not included any analysis of the quality of the benefits to the employee.

2. Recommendations

a. It is recommended that fringe benefit comparisons of type of benefit be included in faculty salary reports, but compared separately from salaries. Such comparisons should include an analysis of the quality of the benefits as well as the dollar cost to the employer.

b. Proposals to increase specific fringe benefits should be made separately from salaries, including separate cost estimates.

3. Comments

Separate proposals for increases in salaries and fringe benefits should be made to minimize misunderstanding about competitive positions. For example, information submitted to the 1963 Legislature by the University of California in support of a proposed salary increase for 1963-64, compared total compensation data (salaries plus fringe benefits) rather than salaries alone. This report stated in part: "In comparing salaries, fringe benefits must be taken into account. Salary comparisons between the University and other institutions based on salary *alone* look far more favorable than comparisons of salaries *plus benefits*." The least favorable comparison was with fringe benefits, not salaries, thus the report recommended a salary increase largely on the basis of a difference in fringe benefits. Although it is felt that comparisons of total compensation are appropriate inclusions in a faculty salary report, such data should only be in addition to rather than in place of separate analyses of the current competitive position in salaries and fringe benefits.

D. Total Compensation

1. Findings

a. Total compensation data consists of average salaries plus a dollar amount representing the employer's cost of fringe benefits.

b. The Coordinating Council for Higher Education, the University of California and the California State Colleges have in the past all used total compensation data prepared and published by the American Association of University Professors in their respective faculty salary reports.

2. Recommendations

We recommend that total compensation data, as reported by the American Association of University Professors, be included in faculty salary reports as a supplement to separate salary and fringe benefit information.

E. Special Privileges and Benefits

1. Findings

There are other faculty privileges and economic benefits which are not classified as fringe benefits because they may not be available to all faculty or fit the definition of a fringe benefit in some other respect. Examples at the University of California include up to one-half the cost of moving expenses, vacations for 11-month appointees, the waiving of nonresident tuition for faculty children, sabbatical leaves with pay, and other special and sick leaves with or without pay.

2. Recommendations

It is recommended that a list of special privileges and benefits be defined and summaries of related policies be included in a special section in future faculty salary reports so that the Legislature will be aware of what these privileges and benefits include.

3. Comments

The expansion or establishment of some of these special privileges and benefits could improve recruiting success more than the expenditure of comparable amounts in salaries. For example, moving expenses are not currently offered by the state colleges but some allowance might make the difference of whether a young candidate from the East could accept an appointment. If this type of benefit is proposed, it must include adequate controls.

F. Supplementary Income

1. Findings

a. The multiple loyalties created by permitting faculty to supplement their salaries by earning extra income from various sources within and outside his college or University is recognized as a problem common to institutions of higher education throughout the United States.

b. There apparently are proportionately more private consulting opportunities in California than in other areas of the nation. For example, 51 percent of the federal research defense contracts were concentrated in California during 1963–64.

c. The University of California has general policies designed to insure that outside activities do not interfere with University responsibilities. If outside activities interfere with University responsibilities, the faculty member generally must take a leave of absence without pay until such outside activities are completed. These and other related University policies were praised in a 1956 Carnegie-financed study titled *University Faculty Compensation Policies and Practices.*

d. The Coordinating Council for Higher Education submitted excerpts from nationwide studies relating to the magnitude of outside activities. We have no way of determining how the data may relate to California, but if the figures are reasonable, then it appears that probably a large percentage of faculty have at least one source of extra income. Sources of income were reported are follows:

Source	*Percent of faculty earning additional income from source*
Lecturing	31%
General writing	23
Summer and extension teaching	25
Government consulting	15
Textbook writing	16
Private consulting	12
Public service and foundation consulting	9
Other professional activities	12

Source: University Faculty Compensation Policies and Practices in the U. S., Association of American Universities, University of Illinois Press, Urbana, 1956.

e. The United State Office of Education has just completed a nationwide sample survey of outside earnings of college faculty for 1961–62. Although data has not been published yet, special permission has been received to report the following results which are quoted from a letter sent to the Legislative Analyst on December 3, 1964 from the staff of the California State College Trustees:

OUTSIDE EARNINGS OF TEACHING FACULTY ON ACADEMIC YEAR CONTRACTS (9–10 MONTHS)

The U. S. Office of Education has just completed a nationwide survey of outside earnings by a sampling of all college faculty nationwide for 1961–62. The results are as follows:

	Percent	Average earnings
All with outside earnings	74	$2,200
Summer teaching	44	1,300
Other summer employment	11	1,300
Other teaching	12	900
Royalties	5	1,200
Speeches	9	200
Consultant fees	12	1,400
Retirement (individuals who have retired who teach elsewhere after retiring)	1	3,400
Research	7	1,800
Other professional earnings	10	1,200
Non-professional earnings	5	1,700

The highest average earnings by teaching field and the percentage with outside earnings are:

	Percent	Average earnings
Law (which we do not have)	73	$5,200
Engineering	82	3,200
Business and Commerce	73	2,900
Physical Sciences	80	2,900
Agriculture	71	2,800
Psychology	85	2,700

In light of the Joint Committee discussion you might be interested in the following:

	Percent	Average earnings
Social Sciences	74	$1,900
Fine Arts	74	1,800
Philosophy	74	1,500
Religion and Theology	73	1,200

2. Recommendations

a. We recommend that the Coordinating Council for Higher Education, the University of California and the California State Colleges cooperate in determining the extent to which faculty members participate in extra activities to supplement their nine-month salaries including information as to when extra activities are usually performed (such as vacations, etc.). Such activities would include, but not be limited to, lecturing, general writing, summer and extension teaching, government consulting, textbook writing, private consulting, public service and foundation consulting, and other professional activities. If such a study suggests that the magnitude of these activities is such that the performance of normal University and state college responsibilities are perhaps being adversely affected, then consideration should be given to the possibility of maintaining more complete and meaningful records. Such records would aid administrative officials and academic senates when reviewing recommendations for promotions and salary increases and provide summary data for reporting to the Legislature on these significant faculty welfare items. Next year's faculty salary report of the Coordinating Council for Higher Education should incorporate the results of this study.

b. We also recommend that existing state college policies and enforcement practices regarding extra employment be reviewed and updated.

c. Finally, it is recommended that faculty salary reports keep the Legislature informed about policies and practices relating to extra employment.

3. Comments

In our opinion, it would seem that any extra employment would affect the quality of performance of University responsibilities since faculty surveys indicate that the average faculty workweek is 54 hours. The time spent on activities for extra compensation (except during the summer) would be on top of what the faculty has defined as their average workweek. Because, in some instances, it is difficult to determine whether a given income-producing activity, such as writing a book, is considered a normal University responsibility or an extra activity, distinctions between normal and extra activities need to be more clearly defined.

Much of the outside compensation received by faculty comes in the form of grants made directly to the faculty member rather than through the University or colleges. There is no regular reporting of these grants or the personal compensation which they provide to faculty, and the colleges and University do not consider the reporting of such income to be feasible. It may be desirable to encourage the Congress to direct that greater number of grants made by United States agencies for research be made directly to academic institutions.

APPENDIX E

University of California Salaries and Cost of Fringe Benefits
1982-83

TABLE 1

UNIVERSITY OF CALIFORNIA

Projected 1981-82 and 1982-83 Salaries for Comparison Group Based Upon Compound Rate of Increase in Average Salaries (Equal Weight to Each Comparison Institution)

Academic Rank	Comparison Group Average Salaries		Compound Rate of Increase	Comparison Group Projected Salaries
	1976-77	1981-82		1982-83
(1)	(2)	(3)	(4)	(5)
Professor	$28,828	$41,714	7.67%	$44,913
Associate Professor	19,524	28,126	7.57	30,256
Assistant Professor	15,509	22,941	8.14	24,810

TABLE 2

UNIVERSITY OF CALIFORNIA

Percentage Increase in UC 1981-82 All Ranks Average Salary Required to Equal the Comparison Group Projections for 1980-81 and 1981-82, Based on Five-Year Compound Rate of Increase in Comparison Group Salaries (Equal Weight to Each Comparison Institution)

Academic Rank	UC Average Salaries	Comparison Group Salaries		Percentage Increase Required in UC Salaries	
	1981-82	1981-82 (Actual)	1982-83 (Projected)	1981-82	1982-83
(1)	(2)	(3)	(4)	(5)	(6)
Professor	$41,016	$41,714	$44,913	+1.70%	+ 9.50%
Associate Professor	27,256	28,126	30,256	+3.19	+11.01
Assistant Professor	22,572	22,941	24,810	+1.63	+ 9.91
All Ranks Average	35,002	35,688 1/	38,436 1/	+1.96	+ 9.81

1/ Based on projected UC 1982-83 staffing: Professor, 2,944; Associate Professor, 1,090; Assistant Professor, 745. Total staff: 4,779.

TABLE 3

UNIVERSITY OF CALIFORNIA

Projected 1982-83 Cost of Fringe Benefits for Comparison Group Based Upon Compound Rate of Increase in Average Fringe Benefit Costs (Equal Weight to Each Comparison Institution)

Academic Rank	Comparison Group Average Cost of Fringe Benefits		Compound Rate of Increase	Comparison Group Projected Cost of Fringe Benefits
	1976-77	1981-82		1982-83
(1)	(2)	(3)	(4)	(5)
Professor	$5,100	$7,945	9.27%	$8,682
Associate Professor	3,571	5,481	8.95	5,971
Assistant Professor	2,954	4,478	8.68	4,867

TABLE 4

UNIVERSITY OF CALIFORNIA

Percentage Change in UC 1981-82 All Ranks Average Cost of Fringe Benefits Required to Equal the Comparison Group Projections for 1982-83, Based Upon Compound Rate of Increase in Average Fringe Benefit Costs (Equal Weight to Each Comparison Institution)

Academic Rank	UC Average Cost of Fringe Benefits 1/ 1981-82	Comparison Group Average Cost of Fringe Benefit Projections 1982-83	Percentage Change Required in UC 1981-82 Average Cost of Fringe Benefits
(1)	(2)	(3)	(4)
Professor	$10,765	$8,682	-19.35%
Associate Professor	7,618	5,971	-21.62
Assistant Professor	6,547	4,867	-25.66
All Ranks Average	9,390 2/	7,469 2/	-20.46
Less Adjustment for The Effect of a 9.81% Range Adjustment		- 766	- 8.16
Adjusted Parity Requirement		6,703	-28.62

1/ Based on $1,384.92 plus 22.3% of average salary.

2/ Based on projected UC 1982-83 staffing including estimated separations and new appointments but excluding the effects of projected merit increases and promotions: Professors, 2,944; Associate Professor, 1,090; Assistant Professor, 745. Total staff: 4,779.

APPENDIX F

California State University Salaries and Cost of Fringe Benefits
1982-83

TABLE 1

CALIFORNIA STATE UNIVERSITY

Actual 1981-82 and Projected 1982-83 Salaries for Comparison Group
Based Upon Compound Rate of Increase in Average Salaries
(Weighted by Total Faculty by Rank in Seventeen Reporting Comparison Institutions)

Academic Rank	Comparison Group Average of Average Salaries		Compound Rate of Increase	Comparison Group Projected Salaries
	1976-77	1981-82		1982-83
(1)	(2)	(3)	(4)	(5)
Professor	$25,171	$34,308	6.39%	$36,500
Associate Professor	19,024	26,283	6.68	28,038
Assistant Professor	15,371	21,137	6.58	22,527
Instructor	12,176	16,563	6.35	17,614

TABLE 2

CALIFORNIA STATE UNIVERSITY

Percentage Increase in CSU Estimated 1981-82 All Ranks Average Salary Required to Equal the Comparison Group Projections for 1981-82 and 1982-83 Based on Five-Year Compound Rate of Increase in Comparison Group Salaries (Weighted by Total Faculty by Rank in Seventeen Reporting Comparison Institutions)

Academic Rank	CSU Average Salaries	Comparison Group Salaries		Percentage Increase Required in CSU Salaries	
	1981-82	1981-82 (Actual)	1982-83 (Projected)	1981-82	1982-83
(1)	(2)	(3)	(4)	(5)	(6)
Professor	$35,363	$34,308	$36,500	- 2.98%	+ 3.22%
Associate Professor	27,276	26,283	28,038	- 3.64	+ 2.79
Assistant Professor	22,178	21,137	22,527	- 4.69	+ 1.57
Instructor	19,643	16,563	17,614	-15.68	+10.33
All Ranks Average	30,992 1/	29,919 1/	31,856 1/	- 3.46	+ 2.79
Less Turnover and Promotions		- 155	- 155	- 0.50	- 0.50
Adjusted Total		$29,764	$31,701	- 3.96%	+ 2.29%

1/ Based on CSU 1981-82 staffing: Professor, 6,265; Associate Professor, 2,848; Assistant Professor, 1,655; Instructor, 195. Total staff: 10,963.

TABLE 3

CALIFORNIA STATE UNIVERSITY

Projected 1982-83 Cost of Fringe Benefits for Comparison Group Based Upon Compound Rate of Increase in Average Fringe Benefit Costs (Weighted by Total Faculty by Rank in Seventeen Reporting Comparison Institutions)

Academic Rank	Comparison Group Average Cost of Fringe Benefits		Compound Rate of Increase	Comparison Group Projected Cost of Fringe Benefits
	1976-77	1981-82		1982-83
(1)	(2)	(3)	(4)	(5)
Professor	$3,954	$6,586	10.74%	$7,294
Associate Professor	3,176	5,298	10.78	5,869
Assistant Professor	2,635	4,203	9.79	4,614
Instructor	2,257	3,315	7.99	3,580

TABLE 4

CALIFORNIA STATE UNIVERSITY

Percentage Change in CSU 1981-82 All Ranks Average Cost of Fringe Benefits Required to Equal the Comparison Group Projections for 1982-83 Based Upon Compound Rate of Increase in Average Fringe Benefit Costs (Weighted by Total Faculty by Rank in all Comparison Institutions)

Academic Rank	CSU Average Cost of Fringe Benefits 1/ 1981-82	Comparison Group Average Cost of Fringe Benefit Projections 1982-83	Percentage Change Required in CSU 1981-82 Average Cost of Fringe Benefits
(1)	(2)	(3)	(4)
Professor	$9,795	$7,294	-25.53%
Associate Professor	8,287	5,869	-29.18
Assistant Professor	6,901	4,614	-33.14
Instructor	5,980	3,580	-40.13
All Ranks Average	8,899 2/	6,453 2/	-27.49
Less 0.5% Turnover & Promotions, Automatic Salary/Benefit Adjustment, and an Adjustment for the Effect of a 2.3% Range Increase		- 143	- 1.61
Adjusted Parity Requirements		$6,310	-29.10%

1/ Based on $2,837 plus 19.56 percent of average salary at each rank.

2/ Based on CSU 1980-81 staffing: Professor, 6,265; Associate Professor, 2,848; Assistant Professor, 1,655; Instructor, 195. Total staff: 10,963.

APPENDIX G

University of California Supplementary Information

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UNIVERSITY OF CALIFORNIA SYSTEMWIDE ADMINISTRATION

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Office of the Vice President
Academic and Staff Personnel Relations

BERKELEY, CALIFORNIA 94720

April 1, 1982

Mr. Patrick M. Callan, Director
California Postsecondary Education Commission
1020 Twelfth Street
Sacramento, California

Dear Mr. Callan:

On behalf of the University, I am pleased to submit four tables, A-1 through A-4, and five supplementary tables, B-1 through B-5.

Tables A-1 through A-4 contain the results of the 1981-82 survey of the eight comparison institutions as well as the percentage increases required to achieve parity with the mean salaries for those institutions in 1982-83. Tables B-1 through B-5 are submitted in accordance with the agreements reached by our respective offices.

The report submitted to your office last fall did not reflect the decrease in the cost of Worker's Compensation Insurance since the University became self-insured. Table A-3 now reflects that decrease.

You should know that my staff reports increased difficulty in obtaining comparison salary and fringe benefit data from some of the comparison institutions. Apparently, the tight money situation has led these institutions to reduce the staff time assigned to such tasks.

If you have questions concerning these tables, please call Director Joseph B. Rodgers at (415) 642-8399, or Ms. JoAnn Rolley at (415) 642-8410, or our regular CPEC liaison Mr. Clive Condren.

Sincerely,

Archie Kleingartner
Vice President

attachment

cc: President Saxon
Special Assistant Paige
Director Rodgers
Director Condren
Principal Analyst Rolley

THE UNIVERSITY OF CALIFORNIA

OFFICE OF THE VICE PRESIDENT-ACADEMIC AND STAFF

PERSONNEL RELATIONS

SPRING 1982

TABLE A-1[1]

Projected Difference in Faculty Salaries: UC and Comparison Institutions

	Professor	Associate Professor	Assistant Professor	Average[5]
Comparison 8 Institutions[2]:				
1981-82 Average Salaries	41,714	28,126	22,941	
1976-77 Average Salaries	28,828	19,524	15,509	
1982-83 Projected Salaries[3]	44,913	30,256	24,810	38,436
UC:				
1981-82 Average Salaries[4]	41,016	27,255	22,572	35,002
1982-83 Projected Staffing	2,944	1,090	745	
Percentage Increase Needed to Adjust UC 1981-82 salaries to equal the projected 1982-83 average comparison salaries	9.50%	11.01%	9.91%	9.81%

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[1] Salary data excludes health sciences.

[2] Comparison institutions: Cornell University, Harvard University, University of Illinois, University of Michigan (Ann Arbor), Stanford University, University of Wisconsin (Madison), Yale University, and SUNY-Buffalo. Computed from confidential data received from comparison institutions.

[3] Compound annual growth rate over the five-year period is used for the one-year projection.

[4] 1981-82 average salaries adjusted to include merits and promotions to be effective 7/1/82.

[5] Averages based on projected 1982-83 UC staffing pattern.

THE UNIVERSITY OF CALIFORNIA

OFFICE OF THE VICE PRESIDENT--ACADEMIC AND STAFF

PERSONNEL RELATIONS

SPRING 1982

TABLE A-2[1]

Projected Difference in Fringe Benefits: UC and Comparison Institutions

	Professor	Associate Professor	Assistant Professor	Average[4]
Comparison Institutions:				
1981-82 Average Fringe Benefits[1]	7,945	5,481	4,478	
1976-77 Average Fringe Benefits[1]	5,100	3,571	2,954	
1982-83 Projected Fringe Benefits[2]	8,682	5,971	4,867	7,469
UC:				
1981-82 Average Fringe Benefits[3]	10,765	7,618	6,547	9,390
Percentage Adjustment needed to make UC fringe benefits equal to the 1982-83 projected average comparison fringe benefits	-19.35%	-21.62%	-25.67%	-20.46
Less (adjustment for the effect of a 9.81% salary range adjustment)				- 8.16
Net Adjustment needed to achieve parity:				-28.61

---

[1] Computed from confidential data received from comparison institutions.

[2] Compound annual growth rate over the five-year period for each rank is used for the one-year projection.

[3] Equivalent to an average of $1384.92 plus 22.3% of average salary.

[4] Average based on projected 1982-83 UC staffing pattern.

THE UNIVERSITY OF CALIFORNIA

OFFICE OF THE VICE PRESIDENT-ACADEMIC AND STAFF PERSONNEL RELATIONS

SPRING 1982

TABLE A-3

Average UC Faculty Fringe Benefits
(Employer Contributions)

Retirement/FICA			20.91% of salary
Unemployment Insurance			.25% of salary
Workmen's Compensation			.51% of salary
Health Insurance -- Annuitants			.63% of salary
Dental Insurance	$ 225.72		
Health Insurance	1095.00		
Life Insurance	16.20		
Non-Industrial Disability Insurance	48.00		
TOTAL	$1384.92	plus	22.3% of salary

SOURCE: Assistant Vice President-Budget, Planning and Analysis

THE UNIVERSITY OF CALIFORNIA

OFFICE OF THE VICE PRESIDENT--

ACADEMIC AND STAFF PERSONNEL RELATIONS

SPRING 1981

TABLE A-4

Average Comparison Institution Salaries

Institution	Professor	Associate Professor	Assistant Professor
		1981-82	
A	$45,132 (2)	$32,479 (1)	$25,078 (1)
B	35,681 (8)	25,705 (8)	22,123 (7)
C	41,804 (4)	29,426 (2)	22,418 (6)
D	44,796 (3)	27,093 (6)	21,195 (8)
E	39,104 (6)	28,096 (3)	23,076 (4)
F	39,723 (5)	27,897 (4)	22,786 (5)
G	38,987 (7)	27,350 (5)	23,300 (3)
H	48,486 (1)	26,960 (7)	23,554 (2)
Average	$41,714	$28,126	$22,941
		1976-77	
A	$30,166 (3)	$20,751 (1)	$16,479 (1)
B	25,217 (8)	18,224 (8)	15,799 (3)
C	29,948 (4)	20,010 (2)	14,627 (7)
D	31,019 (2)	19,306 (6)	14,590 (8)
E	27,697 (6)	19,822 (3)	16,102 (2)
F	28,324 (5)	19,417 (5)	15,396 (6)
G	26,503 (7)	18,871 (7)	15,538 (5)
H	31,747 (1)	19,794 (4)	15,543 (4)
Average	$28,828	$19,524	$15,509

Confidential data received form Comparison Institutions include 9- and 11-month full-time salaries for all schools and colleges except Health Sciences.

UNIVERSITY OF CALIFORNIA

CPEC SUPPLEMENTARY TABLES

TABLE B-1

Full-Time Academic Appointees in the Professorial Titles, By FTE, General Campuses, as of October 31, 1981*

Rank	F.T.E.	Percent of Total F.T.E.
Professor	2,756.72	60%
Associate Professor	1,086.98	24%
Assistant Professor	717.94	16%
Instructor	—	—
Total	4,561.64	100%

* For purposes of this report, full-time employment is defined as 50% or more time for one quarter in a fiscal year. Full-time employment was previously defined as 50% or more time for two or more quarters during the fiscal year. Beginning with reports received from the Corporate Personnel System for 1980-81 and 1981-82, figures reflect actual percentage of time worked.

* Academic appointees include both new and continuing appointments in the Professorial Titles.

* Includes academic appointees on the general campuses. Excludes academic appointees in the health sciences: Schools of Dentistry, Medicine, Nursing, Optometry, Pharmacy, Public Health, Veterinary Medicine.

Source: Corporate Personnel Report - AP-5 as of October 31, 1981.

VP—Academic and Staff Personnel Relations
March 24, 1982 JGY

TABLE B-2

Headcount and Percent of Full-Time Academic Appointees in Selected Titles, Including Those With Tenure Or Security of Employment, General Campuses, As of October 31, 1981*

	Total Headcount of Full-Time Academic Appointees in Selected Titles**	Headcount and Percent of Full-Time Academic Appointees With Tenure or Security of Employment***	
9-Month		Headcount	%
Professor	2,930	2,832	97%
Associate Professor	1,172	1,088	93%
Assistant Professor	869	—	—
Instructor	64	—	—
Total	5,035	3,920	78%
Lecturer	977	108	11%
11-Month			
Professor	457	453	99%
Associate Professor	166	164	99%
Assistant Professor	157	—	—
Instructor	—	—	—
Total	780	617	79%
Lecturer	19	5	26%

*For purposes of this report, full-time employment is defined as 50% or more time for one quarter in a fiscal year. Full-time employment was previously defined as 50% or more time for two or more quarters during the fiscal year. Beginning with reports received from the Corporate Personnel System for 1980-81 and 1981-82, figures reflect actual percentage of time worked.

*Full-time academic appointees include both new appointments and continuing appointments in the professorial and lecturer titles on the general campuses.

*Excludes academic appointees in the health sciences: Schools of Dentistry, Medicine, Nursing, Optometry, Pharmacy, Public Health, Veterinary Medicine.

**Includes full-time academic appointees on the general campuses in the selected title series: Acting Professor Series, Adjunct Professor Series, Agronomist Series, Astronomer Series, Professorial Series, Professor in Residence Series, Supervisor of Physical Education Series, Visiting Professor Series. Included in the Lecturer title series are Adjunct Lecturers, Lecturers with and without Security of Employment, Visiting Lecturers.

***Includes full-time academic appointees with tenure or security of employment on the general campuses in the following title series: Agronomist Series, Astronomer Series, Professorial Series, Supervisor of Physical Education Series, and Lecturers with Security of Employment.

Source: Corporate Personnel Report - AP-5 as of October 31, 1981.

VP—Academic and Staff Personnel Relations
March 24, 1982 JGY

TABLE B-3

Origins of Recruitment of New Appointees in the Professorial Series, By Headcount, General Campuses, 1979-80*

Prior Employer	Assistant Professor	Associate Professor	Professor	Total
Industry	2	1	3	6
Student	16	—	—	16
State of California	1	—	—	1
Other Governmental	3	—	1	4
Self-Employed	—	—	1	1
Institutions				
Albert Einstein College of Medicine of Yeshiva Univ.	1	—	—	1
Coll. of Jewish Studies	—	—	1	1
Calif. Inst. of Technology	3	—	—	3
Calif. State Univ. - Sacramento	—	—	1	1
Calif. State Univ. - Stanislaus	1	—	—	1
Carnegie Mellon University	1	—	—	1
Chicago State College	1	—	—	1
City Univ. of New York - Brooklyn C.	1	—	—	1
Clark University	1	—	—	1
Emory University	1	—	—	1
Florida State University	1	—	—	1
Harvard University	—	1	—	1
Hastings College of Law	—	—	1	1
Iowa State University	—	—	1	1
Julliard School of Music	—	—	1	1
Loyola Marymount University	1	—	—	1
Massachusetts Inst. of Technology	2	—	1	3
Michigan State University	1	—	—	1
Oberlin College	1	—	—	1
Ohio State University	1	—	—	1
Pennsylvania State University	1	—	—	1
Princeton University	1	1	—	2
Purdue University	1	1	—	2
Rice University	2	—	1	3
Rutgers State University	—	1	—	1

TABLE B-3

Origins of Recruitment of New Appointees in the Professorial Series, By Headcount, General Campuses, 1979-80 *

Prior Employer	Assistant Professor	Associate Professor	Professor	Total
San Jose State Univ.	—	1	—	1
Stanford University	—	—	1	1
State Univ. of New York - Buffalo Main Campus	—	—	3	3
Univ. of California	22	2	4	28
Univ. of Illinois - Urbana	2	—	—	2
Univ. of Kentucky	1	—	—	1
Univ. of Massachusetts	—	—	1	1
Univ. of Michigan	1	—	—	1
Univ. of Minnesota	1	—	—	1
Univ. of New Hampshire	1	—	—	1
Univ. of Oregon	1	—	—	1
Univ. of Pittsburgh	—	1	—	1
Univ. of So. California	1	1	—	2
Univ. of Texas - Arlington	2	—	—	2
Univ. of Washington	1	1	—	2
Univ. of Wisconsin - Madison	—	—	1	1
Virginia Polytech Inst.	1	—	—	1
Washington State Univ.	1	—	—	1
Washington University	—	—	2	2
Yale University	1	—	—	1
Subtotal	58	10	19	87
Foreign Institutions	1	2	3	6
Institution - Unknown	2	—	—	2
Prior Employer - Unknown	48	3	15	66
Total	131	16	42	189

TABLE B-3

Origins of Recruitment of New Appointees in the Professorial Series, By Headcount, General Campuses, 1979-80 *

* Excludes new academic appointees in the Professorial Series in the health sciences: Schools of Dentistry, Medicine, Nursing, Optometry, Pharmacy, Public Health, Veterinary Medicine.

Source: Corporate Personnel Report - AP-10 of July 1, 1979 - June 30, 1980.

VP—Academic and Staff Personnel Relations
March 24, 1982 JGY

TABLE B-3

Origins of Recruitment of New Appointees in the Professorial Series, By Headcount, General Campuses, 1980-81 *

Prior Employer	Assistant Professor	Associate Professor	Professor	Total
Industry	6	—	4	10
Student	26	—	1	27
State of California	1	—	—	1
DOE Laboratories	—	1	—	1
Other Governmental	2	—	—	2
Self-Employed	1	—	2	3
Institutions				
Amherst College	—	1	—	1
Boston College	1	—	—	1
Coll. of Jewish Studies	1	—	—	1
Calif. Inst. of Technology	—	—	1	1
Carnegie Mellon Univ.	1	—	—	1
City Univ. of New York - City Coll.	1	—	—	1
Cooper Union	—	1	—	1
Cornell University	2	—	—	2
Harvard University	2	—	—	2
Hastings Coll. of Law	—	—	1	1
Indiana University	1	—	—	1
Jackson State College	1	—	—	1
Johns Hopkins Univ.	1	1	—	2
Kenyon College	1	—	—	1
Lock Haven State Coll.	—	—	1	1
Massachusetts Inst. of Tech.	2	—	2	4
Michigan State University	1	—	—	1
Montana State University	1	—	—	1
New York University	1	—	—	1
Northwestern University	1	—	1	2
Ohio State University	2	—	—	2
Portland State College	1	—	—	1
Princeton University	1	1	1	3
Purdue University	—	1	—	1

TABLE B-3

Origins of Recruitment of New Appointees in the Professorial Series, By Headcount, General Campuses, 1980-81 *

Prior Employer	Assistant Professor	Associate Professor	Professor	Total
Sch of the Art Inst. of Chicago	1	—	—	1
Stanford University	2	—	1	3
State Univ. of New York - Maritime College	—	—	1	1
State Univ. of New York - Buffalo Main Campus	—	—	1	1
State Univ. of New York - Health Sci. Ctr. at Stony Brook	1	—	—	1
Univ. of Arizona	—	1	—	1
Univ. of California	34	5	10	49
Univ. of Chicago	—	1	—	1
Univ. of Iowa	—	—	1	1
Univ. of Lowell	—	—	1	1
Univ. of Maryland	—	1	—	1
Univ. of Minnesota	1	—	—	1
Univ. of Nebraska	—	—	1	1
Univ. of New Haven	1	—	—	1
Univ. of North Carolina	1	—	—	1
Univ. of Oregon	1	—	—	1
Univ. of Pennsylvania	1	1	—	2
Univ. of Rochester	—	—	1	1
Univ. of So. California	1	—	1	2
Univ. of Tennessee	—	1	—	1
Univ. of Texas - Austin	1	—	—	1
Univ. of the South	2	—	—	2
Univ. of Utah	1	—	—	1
Univ. of Washington	—	—	1	1
Univ. of Wisconsin - Madison	2	—	—	2
Wellesley College	—	—	1	1
Williams College	1	—	—	1
Yale University	3	1	1	5
Subtotal	76	16	28	120

TABLE B-3

Origins of Recruitment of New Appointees in the Professorial Series, By Headcount, General Campuses, 1980-81*

Prior Employer	Assistant Professor	Associate Professor	Professor	Total
Foreign Institutions	4	1	2	7
Institution - Unknown	7	1	3	11
Prior Employer - Unknown	9	4	2	15
Total	132	23	42	197

---

* Excludes new academic appointees in the Professorial Series in the health sciences: Schools of Dentistry, Medicine, Nursing, Optometry, Pharmacy, Public Health, Veterinary Medicine.

Source: Corporate Personnel Report - AP-10 of July 1, 1980 - June 30, 1981.

VP—Academic and Staff Personnel Relations
March 24, 1982 JGY

TABLE B-4

Destinations of Voluntary Separations within the Professorial Series, By Headcount, General Campuses, 1979-80 *

Destination	Assistant Professor	Associate Professor	Professor	Total
Industry	5	1	4	10
Student	2	—	—	2
Other Government	—	—	2	2
Self-Employed	1	—	1	2
Not Employed	—	3	32	35
Institutions				
Claremont Men's Coll.	1	—	—	1
Columbia University	—	—	2	2
Cornell University	2	—	—	2
Duke University	—	—	1	1
Franklin & Marshall Coll.	1	—	—	1
Harvard University	—	—	1	1
Maimi University	1	—	—	1
Michigan State Univ.	—	1	—	1
New York University	1	—	—	1
Occidental College	1	—	—	1
Oregon State Univ.	—	—	1	1
Princeton University	—	2	1	3
Rice University	—	—	1	1
San Diego State Univ.	1	—	—	1
Stanford University	—	—	1	1
State Univ. of New York - Albany	—	1	2	3
Texas A & M University	1	—	—	1
Univ. of Alaska	—	—	1	1
Univ. of Arizona	—	1	—	1
Univ. of California	7	1	4	12
Univ. of Colorado	2	—	—	2
Univ. of Delaware	—	—	1	1
Univ. of Georgia	1	—	—	1
Univ. of Hartford	—	—	1	1

TABLE B-4

Destinations of Voluntary Separations within the Professorial Series, By Headcount, General Campuses, 1979-80 *

Destination	Assistant Professor	Associate Professor	Professor	Total
Univ. of Illinois - Urbana	—	—	1	1
Univ. of Kansas	1	—	—	1
Univ. of Michigan	1	—	—	1
Univ. of Minnesota	1	—	—	1
Univ. of North Carolina - Chapel Hill	—	—	1	1
Univ. of Texas - Austin	1	—	—	1
Univ. of Virginia	1	1	—	2
Univ. of Washington	—	1	1	2
Vassar College	—	1	—	1
Virginia Polytech Inst.	—	1	—	1
Washington & Lee Univ.	—	1	—	1
Subtotal	24	11	20	55
Foreign Institutions	2	—	1	3
Institution - Unknown	1	2	2	5
Destination - Unknown	11	3	5	19
Total	46	20	67	133

Excludes faculty in the Professorial Series in the health sciences: Schools of Dentistry, Medicine, Nursing, Optometry, Pharmacy, Public Health, Veterinary Medicine.

Source: Corporate Personnel Report - AP-11 of July 1, 1979 - June 30, 1980.

VP—Academic and Staff Personnel Relations
March 24, 1982 JGY

TABLE B-4

Destinations of Voluntary Separations within the Professorial Series, By Headcount, General Campuses, 1980-81*

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*Excludes faculty in the Professorial Series in the health sciences: Schools of Dentistry, Medicine, Nursing, Optometry, Pharmacy, Public Health, Veterinary Medicine.

Source: Corporate Personnel Report - AP-11 of July 1, 1980 - June 30, 1981.

VP—Academic and Staff Personnel Relations
March 24, 1982 JGY

TABLE B-4

Destinations of Voluntary Separations within the Professorial Series, By Headcount, General Campuses, 1980-81 *

Destination	Assistant Professor	Associate Professor	Professor	Total
Industry	8	—	—	8
Other Governemnt	1	—	1	2
Self-Employed	1	1	1	3
Not Employed	1	5	26	32
Institutions				
Cornell University	—	1	—	1
Harvard University	—	—	1	1
Massachusetts Inst. of Tech.	1	—	—	1
Michigan State University	—	1	—	1
Mount Holyoke College	1	—	—	1
New York University	—	—	1	1
Northwestern Univ.	1	—	—	1
Princeton University	—	—	2	2
Rice University	1	—	—	1
San Diego State Univ.	1	—	—	1
Smith College	—	1	—	1
Stanford University	—	—	1	1
Texas A & M Univ.	1	—	—	1
University of California	3	1	4	8
Univ. of Chicago	1	—	—	1
Univ. of Minnesota	1	—	—	1
Univ. of Texas - Austin	—	—	1	1
Univ. of Wisconsin - Madison	1	—	—	1
Washington State Univ.	1	—	—	1
Subtotal	13	4	10	27
Foreign Institutions	—	2	1	3
Institution - Unknown	2	3	3	8
Destination - Unknown	13	2	13	28
Total	39	17	55	111

TABLE B-5

Promotions within the Professorial Series, By Headcount, General Campuses, 1979-80 and 1980-81 *

	Promoted From Asst. Prof to Assoc. Prof			Promoted From Assoc. Prof to Professor		
	Headcount			Headcount		
	9-Mos.	11-Mos.	Total	9-Mos.	11-Mos.	Total
1979-80:	151	20	171	155	21	176
1980-81:	107	5	112	125	9	134

---

* Excludes faculty in the Professorial Series in the health sciences: Schools of Dentistry, Medicine, Nursing, Optometry, Pharmacy, Public Health, Veterinary Medicine.

Sources: Academic Personnel Log Books of July 1, 1979 - June 30, 1980.
Corporate Personnel Report - AP-4 of July 1, 1980 - June 30, 1981.

VP—Academic and Staff Personnel Relations
March 24, 1982 JGY

APPENDIX H

California State University Supplemental Information

THE CALIFORNIA STATE UNIVERSITY AND COLLEGES

BAKERSFIELD · CHICO · DOMINGUEZ HILLS · FRESNO · FULLERTON · HAYWARD · HUMBOLDT
POMONA · SACRAMENTO · SAN BERNARDINO · SAN DIEGO · SAN FRANCISCO · SAN JOSE

LONG BEACH · LOS ANGELES · NORTHRIDGE
SAN LUIS OBISPO · SONOMA · STANISLAUS

OFFICE OF THE CHANCELLOR
(213) 590- 5584

TWENTY YEARS OF SERVICE TO CALIFORNIA
CSUC/20
The California State University and Colleges

April 2, 1982

Mr. William Storey
California Postsecondary Education
  Commission
1020 Twelfth Street
Sacramento, CA 95814

Dear Bill:

Enclosed as attachments to this letter are seven tables with data on salaries and benefits in the CSU and in 20 comparison institutions needed to compute salary and benefit lags in accordance with the methodology adopted by the California Postsecondary Education Commission.

You will also find a copy of the resolution adopted by the Trustees authorizing special salary actions for Assistant Professors in Engineering, Computer Science and Business Administration.

If you have any questions regarding the enclosed materials or need additional information, please let me know.

Sincerely,

Thierry F. Koenig
Personnel Analyst

TFK/mm

Attachments

cc: Dr. Tyndall
    Dr. Smart

400 GOLDEN SHORE, LONG BEACH, CALIFORNIA 90802   INFORMATION: (213) 590-5506

Office of the Chancellor
The California State University

Fall 1981 Salaries and Benefits
of CSU Full-Time Faculty

	Headcount	Average Salary	Average Benefit
Professor	6,265	35,363	9,795
Associate Professor	2,848	27,276	8,287
Assistant Professor	1,655	22,178	6,901
Instructor	195	19,643	5,980
	10,963	30,992	8,899*

*Based on $2,837 plus 19.561 of average salary.

4/02/82

Office of the Chancellor
The California State University

Average Expenditures for Fringe Benefits for CSU Full-Time Faculty

Fall 1981

	Average Expenditures
1. Retirement	$6,062
2. Social Security	1,618
3. Medical Insurance	1,103
4. Unemployment Insurance	58
5. Workers' Compensation	58
TOTAL	$8,899

4/02/82

OFFICE OF THE CHANCELLOR
THE CALIFORNIA STATE UNIVERSITY

COMPARISON INSTITUTION DATA

Fall 1981

		EXPENDITURES		AVERAGE	
	Number	Salaries	Benefits	Salaries	Benefits
Professor	6,103	$209,383,265	$40,194,062	$34,308	$6,586
Associate Professor	5,110	134,307,745	27,073,292	26,283	5,298
Assistant Professor	4,502	95,158,430	18,920,351	21,137	4,203
Instructor	1,154	19,113,853	3,826,039	16,563	3,315

TK
3/82

OFFICE OF THE CHANCELLOR
THE CALIFORNIA STATE UNIVERSITY

COMPARISON INSTITUTION DATA

Fall 1976

		EXPENDITURES		AVERAGE	
	Number	Salaries	Benefits	Salaries	Benefits
Professor	5,344	$134,514,046	$21,132,003	$25,171	$3,954
Associate Professor	4,769	90,723,101	15,144,113	19,024	3,176
Assistant Professor	4,939	75,917,326	13,016,546	15,371	2,635
Instructor	1,373	16,717,573	3,099,045	12,176	2,257

TK
3/82

Office of the Chancellor
The California State University

CSU Adacemic Year Faculty
With Tenure and With Doctorate
Fall 1981

	Headcount*	No. W/Tenure		No. W/Doctorate	
Professor	6,394	6,124	95.8%	5,306	83.0%
Associate Professor	2,979	2,296	77.1%	2,027	68.0%
Assistant Professor	1,717	236	13.7%	749	43.6%
Instructor	206	0	0.0%	6	2.9%
TOTAL	11,296	8,656	76.6%	8,088	71.6%

*Includes faculty on leave.

4/02/82

Office of the Chancellor
The California State University

CSU Faculty Promotions
Effective:

To:	Fall 1979	Fall 1980	Fall 1981
Professor	485	462	436
Associate Professor	268	269	242
Assistant Professor	6	1	0
TOTAL	759	732	678

4/02/82

Office of the Chancellor
The California State University

New Full-Time Faculty Appointments, Fall 1981

By Rank and Highest Degree

	Doctorate	Master's	Bachelor's	Other	Total
Professor	54	10	1	5	70
Associate Professor	137	37	1	4	179
Assistant Professor	178	119	9	7	313
Instructor	2	26	4	0	32
TOTAL	371	192	15	16	594

4/02/82

Agenda Item 2
March 23-24, 1982

COMMITTEE ON FACULTY AND STAFF AFFAIRS

SPECIAL SALARY SCHEDULE PLACEMENT IN ENGINEERING, COMPUTER SCIENCE AND BUSINESS ADMINISTRATION

RESOLVED, By the Board of Trustees of The California State University that from April 1, 1982 until June 30, 1983 faculty newly hired in the rank of Assistant Professor in the Disciplines of Engineering, Computer Science and Business Administration in those cases where it is necessary to offer competitive salaries, following the normal consultative process as required by Title 5, California Administrative Code, may be placed in Range 4, steps 1 to 5, for salary purposes only, and be it further

RESOLVED, That under the same restrictions and during the same time period, Assistant Professors in Range 3, step 5 may be advanced to Range 4, step 1 while remaining in the rank of Assistant Professor, following the normal consultative process as required by Title 5, California Administrative Code.

APPENDIX I

University of California Medical Faculty Salaries
1981-82

UNIVERSITY OF CALIFORNIA

1981-82 MEDICAL SCHOOL FACULTY SALARY SURVEY

Medicine
Department

January 1982
Date

Code	Rank	Professor	Rank	Associate Professor	Rank	Assistant Professor
B	1	$102,271	1	$ 77,320	2	$ 53,669
D	2	96,152	2	75,007	1	70,643
UC	3	86,163	4	64,160	4	53,485
F	4	82,913	3	64,414	3	53,525
A	5	82,291	7	59,723	6	47,581
G	6	77,738	5	61,631	7	47,374
C	7	73,138	6	61,386	5	52,039
E	8	72,042	8	53,803	8	42,146
Average Income		$ 84,088		$ 65,055		$ 52,558
Standard Deviation		$ 10,626		$ 7,893		$ 8,370

UNIVERSITY OF CALIFORNIA

1981-82 MEDICAL SCHOOL FACULTY SALARY SURVEY

Pediatrics
Department

January 1982
Date

Code	Rank	Professor	Rank	Associate Professor	Rank	Assistant Professor
B	1	$ 84,833	1	$ 71,367	1	$ 54,141
UC	2	81,471	2	60,980	3	47,439
F	3	77,351	3	58,867	5	44,975
A	4	75,211	5	55,078	4	46,795
D	5	73,332	6	55,022	2	49,925
G	6	69,900	4	56,750	7	44,160
C	7	66,641	7	52,950	6	44,265
E	8	59,023	8	50,533	8	41,676
Average Income		$ 73,470		$ 57,693		$ 46,672
Standard Deviation		$ 8,275		$ 6,412		$ 3,908

UNIVERSITY OF CALIFORNIA

1981-82 MEDICAL SCHOOL FACULTY SALARY SURVEY

Surgery
Department

January 1982
Date

Code	Rank	Professor	Rank	Associate Professor	Rank	Assistant Professor
D	1	$128,328	2	$104,141	4	$ 75,360
UC	2	118,569	4	94,472	5	73,622
C	3	117,711	1	117,289	1	91,034
G	4	117,029	3	99,500	3	77,153
F	5	114,973	6	85,980	2	81,356
B	6	113,256	5	91,600	6	71,933
E	7	97,093	7	85,671	7	64,260
A	8	86,768	8	55,095	8	46,228
Average Income		$111,716		$ 91,718		$ 72,618
Standard Deviation		$ 13,290		$ 18,076		$ 13,155

Office of the President
March, 1979

UNIVERSITY OF CALIFORNIA

REPORT ON MEDICAL SCHOOL CLINICAL COMPENSATION PLANS AND CLINICAL FACULTY SALARIES

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UNIVERSITY OF CALIFORNIA

Report on Medical School Clinical Compensation Plans and Clinical Faculty Salaries

This report responds to Item 322 of the 1978 Conference Committee's Supplemental Report on the Budget Bill which recommends that:

> UC shall report to CPEC annually on (1) its full-time clinical faculty salaries and those of its comparison institutions (including a description of the type of compensation plans utilized by each UC school and each comparison institution) and (2) the number of compensation plan exceptions in effect at each UC school.

This report discusses the issues in the above supplemental language by providing:

1. a description of the type of compensation plans utilized by each UC school and each comparison institution (Section I);
2. a discussion of the University's full-time clinical faculty salaries and those of its comparison institutions (Section II); and
3. a report on compensation plan exceptions (Section III).

I. Clinical Compensation Plans

General

Clinical compensation plans are compensation arrangements created by medical schools to provide competitive income for physicians and other faculty with direct patient-care responsibility as well as to further the academic goals of the medical schools. As stated by the Association of American Medical Colleges (AAMC) in their December, 1977 report on An In-Depth Study of Seven Medical Practice Plans,

> "The most commonly stated plan objective is the attraction and retention of quality faculty through the provision of acceptable compensation levels not achievable through other salary sources. An additional objec-

> tive quite prevalent among the . . . plans is the use of plan revenue to help achieve departmental and schoolwide program enrichment with stable, flexible funds."

The AAMC reviewed the medical practice plans of the 112 M.D. degree-granting fully acredited medical schools in the U.S. and concluded that the plans could be characterized by the degree of central control exercised over the details of the plans' operations, along a "centralized/decentralized" axis. A summary of the three basic types of clinical compensation plans was developed by the AAMC as follows:

> Type A - a highly centralized compensation approach, characterized by two basic and interrelated features. First, all patient-care fees are collected and deposited to central accounts, usually with few references to the origin of the bill beyond the requirements of accurate bookkeeping and physician liability and accountability for services rendered. Second, physicians are placed on either individually set or departmentally fixed incomes based on a predetermined compensation schedule which recognizes such features as academic rank, previous or current clinical services, and additional merit or service features.
>
> Type B - an intermediate arrangement in which some common policy framework exists for patient-care fee collection and disbursement. In this approach a general policy is set for all medical school faculty with patient-care responsibilities, requiring that they follow specified billing and collection procedures through a central office or departmental offices. Compensation is determined by a formula which recognizes the productivity of patient-care activities as well as academic factors such as rank and scholarship. Such compensation arrangements usually set broad ranges for total compensation, recognizing the aforementioned features, with set maxima either by department, school, or specialty.

Type C - the least disciplined arrangement, which allows wide variation by individual department or among specialties as to how patient-care fees are collected and subsequently distributed. The most extreme example permits the faculty member to bill and retain virtually all of the billable practice income with some requirement to reimburse the institution for overhead cost (office space, hospital fees, etc.).

Table 2 (p. 11), provides a further description of this medical practice plan typology, indicating by directional arrows the kind of movement that typically occurs in the organization of a practice plan--from no plan to decentralized, to intermediate, and to centralized.

University of California Uniform Medical School Clinical Compensation Plan

The University of California uniform Medical School Clinical Compensation Plan, approved by The Regents in November, 1977 for implementation in 1978, falls within the Type B category. It provides a uniform framework for patient-care billing and sets uniform compensation maxima based on academic rank and step. The Plan provides sufficient flexibility so that specific parameters for the various medical specialties or disciplines within the same department may be established as long as the maximum compensation arrangements established by the Plan are not exceeded.

The key features of this Plan are:

1. The eleven-month regular faculty salary scale approved by The Regents for each faculty rank forms the base salary for all medical school ladder rank faculty. There is no differential in the base salary between medical school faculty and general campus faculty.
2. Arrangements for compensation in addition to the base salary are limited to three types.
    a. Negotiated Income - This is an amount of additional compensation

determined by a department or school that a clinician can earn via contribution of income from patient-care (and certain other specified income sources) to a group or pooled income system. There is an absolute ceiling on this amount, as discussed below.

b. Income Limitation Arrangements - These are arrangements whereby the faculty member may retain, subject to assessments, income directly from patient-care activities. Assessments are progressive and reach a nearly confiscatory level at approximately three times the faculty member's base salary.

c. Combination Plans - These are arrangements whereby faculty members share a predetermined portion of a pooled amount and are allowed to retain individual earnings beyond that amount up to a maximum ceiling.

3. Membership in this Plan is mandatory for all clinical faculty with patient-care responsibility who hold an appointment at 50% or more time, and all income from professional services performed by these faculty is subject to the terms of the Plan.

4. Accounting standards and monitoring practices are specified in the guidelines for implementation of this Plan. Along with the Plan and guidelines, accounting procedures have been developed which are consistent with the Plan objectives.

Comparison Data Survey

One of the principal features of the uniform Medical School Clinical Compensation Plan is a provision for periodic review of the established compensation maxima. In Section IV (Compensation), which sets forth the formulae for deriving maximum compensation, provision IV.3.6 states:

> Compensation levels and assessment rates will be reviewed periodically by the Vice President--Academic and Staff Personnel Relations in light of comparison data from University of California Medical Schools as

well as from other comparison institutions. On the basis of the Vice President's report, the President, after consultation with the Academic Senate, may recommend adjustments in the compensation levels in this Plan to The Regents.

A set of comparison institutions was selected and a statistical method adopted that would yield the requisite data to satisfy this provision of the Medical School Clinical Compensation Plan as well as the requirement for an annual report to the California Postsecondary Education Commission.

Selection of Comparison Institutions

Eight institutions that represent comparable programs were selected from public and private sectors. Five of the institutions are public in character and three are private. The institutions selected represent a diverse spectrum and sufficient variation of settings and practice plan arrangements to provide valid comparisons. Appendix B (see pp. 19-20) provides a brief description of the various compensation plans used by the comparison institutions.

Comparison Institutions

Name	Public or Private	Compensation Plan
*Stanford	Private	yes
State Univ. of New York-Upstate Medical School	Public	yes
Univ. of Chicago	Private	yes
*Univ. of Illinois	Public	no
*Univ. of Michigan	Public	yes
Univ. of Texas, Houston	Public	yes
*Univ. of Wisconsin	Public	yes
*Yale University	Private	yes

The comparison institutions included five that are also in the general campus survey (noted by asterisks). In addition, the University of Texas, Houston, and the State University of New York-Upstate Medical School were selected because they are part of larger multicampus systems with more than one medical school.

II. Compensation Survey

A. Data Collection

Compensation plan information was obtained from the eight comparison medical schools by means of a questionnaire (see Appendix A, pp. 16-18). The questionnaire was followed by phone calls, and a special meeting which took place during the October, 1978 meeting of the AAMC in New Orleans. At that special meeting of the comparison schools, there was an extended discussion of the practical aspects of medical salary and practice plan management, and arrangements were made to meet and/or consult each year and to regularly exchange data. Further, Mr. William L. Storey, Higher Education specialist with the California Postsecondary Education Commission, was consulted about this comparison study, and has agreed to meet to discuss in detail the methodology and conclusions.

B. Selection of Departments and Disciplines

Comparison of medical schools' salaries raises problems which do not occur in comparing salaries of general campuses. On general university campuses, overall salary averages for a given professorial rank are a good reflection of what the individual faculty member is actually paid at that rank. In medical schools, however, there is great variation in individual salaries, and an overall salary average for a given medical school is statistically unreliable. For that reason, it was not possible to use overall salary averages from the comparison medical schools in this study. Statistics from the annual AAMC report of clinical salaries were similarly of little utility since they tend to aggregate salaries from a variety of clinicians, both full and part-time, without sufficient disaggregation in the sample to make the data useful for this survey. The method that was devised to avoid the above problems was to select a stratified sample of three clinical specialties which are commonly found in schools of medicine and which typically represent a range of compensation within medical schools. The three clinical specialties selected are (a) Pediatrics, typically at a lower level of compensation; (b) Medicine, typically at a mid-level compensation; and (c) Surgery, typically at a higher compensation. These three clinical specialties are taken as representative of the medical schools at large and are used as the base for developing the data for this study. The salary data received from the thirteen medical schools (five from UC and eight from comparison insitutions) are treated as follows: a single weighted-average compensation is constructed from the five UC medical school responses for each of the three specialties. That weighted average is displayed in a ranked table (ranked by professorial compensation) together with the responses from the eight comparison medical schools (see Tables 3, 4, and 5, pp. 12, 13, and 14).

C. The Method

For each of the specialties a simple average of the resulting table of nine weighted averages is then calculated, as well as the standard deviation, and entered at the bottom of each of Table 3, 4 and 5. The single average for the five medical schools is examined in each of the three ranked tables to determine where that average falls within the sample of nine weighted averages; i.e., whether or not that particular average deviates significantly from the general average. The tables reflect the following:

a. where the UC average falls within one standard deviation;

b. where the UC average is with respect to the average for the group as a whole; and

c. whether the UC average is within one standard deviation of the group average.

If the UC average is, in fact, within one standard deviation from the group average, then the UC average can be considered to be not statistically different from that of the group as a whole.

D. Results of the Clinical Salary Comparison and University of California Standing in Each Category

Tables 3, 4, and 5 (see pp. 12, 13, and 14) indicate that the University's average compensation is consistent with the overall average for each specialty, as displayed below:

AVERAGE FULL PROFESSOR COMPENSATION - ABSTRACTED FROM TABLES 3, 4, 5.

Medicine		Pediatrics		Surgery	
High	67,000	High	67,000	High	88,000
Average	60,440	UC	59,000	Average	79,440
UC	59,000	Average	57,560	UC	75,000
Low	54,000	Low	51,000	Low	67,000

From the table above, the following conclusions are drawn:

1. In Medicine (Table 3, p.12), average professorial compensation ranges from a high of $67,000 per year to a low of $54,000, with an average of $60,440. The UC average for Medicine is $59,000, slightly below the group average.
2. In Pediatrics (Table 4, p.13), average professorial compensation ranges

from a high of $67,000 per year to a low of $51,000, with an average of $57,560. The UC average for Pediatrics is $59,000, slightly (but not significantly) higher than the group average (within one standard deviation from the average).

3. In Surgery (Table 5, p. 15), average professorial compensation ranges from a high of $88,000 per year to a low of $67,000, with an average of $79,440. The UC average for Surgery is $75,000, somewhat (but not significantly) below the group average.

Within each of the three specialties, the spread of salaries is not great, supporting the assumption that the selected medical schools are comparable. In each of the tables for the three specialties, the University's average compensation is close to the overall average, as is displayed in the table above. For these reasons, the compensation being paid in University of California medical schools can be considered to be representative, competitive and appropriate. Therefore, there appears to be no need at this time to alter the current compensation formulas.

III. Exceptions to the Plan

Requests for exceptions, including individual exceptions, to the Medical School Clinical Compensation Plan may originate with the individual department, and, subject to approval by the Dean, are then forwarded to the campus Chancellor for the next approval step. The Chancellor then consults with the campus Academic Senate. If the Chancellor approves the exception, the request is recommended to the President for final approval. All approved exceptions to compensation limits must be reported to the Board of Regents.

As part of the implementation of the Plan it was agreed that certain limited existing arrangements would be permitted to continue. Other than these exceptions, no individual exceptions have been made. Irvine has been permitted to delay implementation of the Plan until January, 1980 in order to accommodate the campus conversion from a gross to a net clinical fee compensation plan.

TABLE 1

COMPARISON INSTITUTIONS - MEDICAL SCHOOLS

Stanford University

State University of New York -
Upstate Medical School

University of Chicago

University of Illinois

University of Michigan

University of Texas, Houston

University of Wisconsin

Yale University

TABLE 2

MEDICAL PRACTICE PLAN TYPOLOGY

PLAN FEATURES	TYPE A Centralized ←	TYPE B Intermediate ←	TYPE C Decentralized
Organization & Participation			
* Structure	A discretely recognized entity, either within or external to the medical school, having its own personnel, budget and procedural guidelines.	A common framework for clinical practice activity exists within which departmental or specialty groups function.	A variety of clinical practice arrangements for academic departments or medical specialties are permitted.
* Policy Determination	All practicing clinicians are included and directly and/or indirectly through their representatives meet with institutional officials to focus only on clinical practice - related issues.	Most clinical disciplines are participants in deliberations about clinical practice - related issues identified by institutional officials.	Executive faculty and the dean consult as necessary during the routine conduct of general meetings.
Operations			
* Administration	A full-time manager supervises the day-to-day plan operation with responsibility for all administrative services supporting the practice of medicine.	A member of the dean's regular administrative staff is the locus for coordination of many plan support services.	Either the department head or his designate directs administrative support services.
* Fee Handling	All clinical practice related revenue flows through the Plan Office which renders bills, collects fees and disburses income.	Uniform procedures for billing, collection and disbursement of fees are implemented.	Options for billing, collection or disbursement of fees are available to academic departments or medical specialties.
Private Medical Schools	12	10	3
Public Medical Schools	21	16	5

The above table is taken from An In-Depth Study of Seven Medical Practice Plans--Association of American Medical Colleges, December, 1977, p. 14.

The arrows show the kind of movement that typically occurs in the organization of a practice plan, from no plan, to decentralized, to intermediate, and to centralized.

APPENDIX A

UNIVERSITY OF CALIFORNIA

Annual Medical School Faculty Salary Survey

Instructions

The form will be provided for three departments only, General Medicine, Pediatrics, and Surgery. Three categories of compensation are identified with definitions. These are:

1. Base or Guaranteed Component - the base salary derived from University of California salary scales for that rank and guaranteed by the University exclusive of fringe benefits;
2. University of California Uniform Medical School Clinical Compensation, or expected compensation, not including the base salary described in 1, above, which is received through or as a result of the operation of, and the individual faculty member's participation in, the University of California Uniform Medical School Clinical Compensation Plan, and
3. Grand Total Compensation - the sum of the monies associated with items 1 and 2 above, divided by the head count for that line of the questionnaire.

In each case, one calculates the average for each box in the questionnaire by totalling all the monies involved in that category and then by dividing by the head count for that line of the questionnaire. Reasonable estimates of the year's earnings should be reported or last year's actual earnings with any estimated increment. Please specify the method used in the "comments" section at the bottom of each questionnaire.

For the departments specified above, include only 12 month salaries for full-time paid faculty utilizing September 1 budget figures whenever possible. Include the full salary of faculty on sabbatical leave. Exclude those faculty at affiliated institutions, full salary for vacant positions, house staff and fellows in all ranks and part-time and volunteer faculty.

Attached is a list of the subspecialties to be included within three departments (General Medicine, Pediatrics and Surgery). If you have any questions, please phone R.D. Menhenett at (415):642-1454.

SURGERY

GENERAL SURGERY
THORACIC
CARDIO-VASCULAR
E.N.T.
UROLOGY
NEUROSURGERY
ORTHOPEDICS
PLASTIC

MEDICINE

GENERAL
CARDIOLOGY
ENDOCRINOLOGY
GASTROENTEROLOGY
HEMATOLOGY
HEPATOLOGY
INFECTIOUS DISEASE
NEPHROLOGY
RHEUMATOLOGY
PULMONARY

PEDIATRICS

ALL, INCLUDING
PEDIATRIC
CARDIOLOGY

CAMPUS ______________

DATE THE REPORT WAS PREPARED

UNIVERSITY OF CALIFORNIA

MEDICAL SCHOOL FACULTY SALARY SURVEY

DEPARTMENT ______________________ EFFECTIVE DATE ______________

RANK		COMPENSATION		
Rank	Headcount	Base Salary or Guaranteed Component (Average)*	Uniform Compensation Plan Component (Average)*	Grand Total Compensation (Average)*
Professor				
Associate Professor				
Assistant Professor				
Instructor				

*Average salary for each of the three compensation columns should be computed by dividing the total dollars by the headcount for each rank.

Comments or qualifications: ______________

APPENDIX B

Brief Descriptions of the Medical Compensation Plans at the Eight Comparison Medical Schools

1) Stanford University

Stanford has a new practice plan that is currently being written and is not yet available.

2) State University of New York - Upstate Medical School

Overall management of the practice plan is vested in a governing board consisting essentially of the President, the Dean of the Medical School and the medical school department chairmen. The departments have considerable autonomy, and keep the accounts and do the billing. The State is paid for overhead costs, and the Medical School levies a surcharge on gross practice plan income for its own use. (A Type "B" or Type "C" Plan)

3) University of Chicago

General guidelines are issued to the departments by the Dean's office. Within those guidelines, individual practice plans are negotiated on a departmental basis. The medical school is experimenting with a surcharge, and with various kinds of non-salary incentives. Currently, however, the individual departments have a good deal of autonomy. (A Type "C" Plan)

4. University of Illinois

No formal practice plan exists. The medical school provides centralized billing facilities. Beyond that, what happens is the result of individual negotiation between the individual faculty member, his department and the Dean's office.

5. University of Michigan

The plan is centralized, with a formal central business office run by a full-time Director who reports directly to the Dean of the Medical School. The central business office establishes policy, does billing and handles disbursements. The individual departments have comparatively little autonomy. The plan was phased in gradually over the five-year period from 1973 to 1978. (A Type "A" Plan)

6) University of Texas at Houston

The plan is controlled by a Board of Directors consisting of the President, V.P. for Business Affairs and the department chairmen. The plan provides for central billing and disbursement of funds; however, individual faculty salaries are set through individual negotiation between a faculty member and his department chairman. The departments have considerable autonomy. (A Type "B" or Type "C" Plan)

7) University of Wisconsin

Although a written plan exists, its net effect is to vest authority in the individual departments. Each department creates in effect its own individual practice plan and does pretty much as it pleases, subject to certain maximum salary constraints written into the central plan. (A Type "B" or Type "C" Plan)

8) Yale University

The practice plan consists of a series of brief salary guidelines published by the Dean which set up a framework for salary payment and establish the permissible salary ranges within which an individual faculty member may be paid. Each department develops its own practice plan, in negotiation with the Dean's office. Individual salaries are recommended by the department chairman and approved by the Dean. (A Type "C" Plan)

APPENDIX J

Administration Positions Surveyed by the College and University Personnel Association (CUPA)

APPENDIX J

Administration Positions Surveyed by the College and University Personnel Association (CUPA)

1. Chief Executive Officer, System
2. Chief Executive Officer, Single Institution
3. Executive Vice President
4. Chief Academic Officer
5. Chief Business Officer
6. Chief Student Affairs Officer
7. Chief Development Officer
8. Chief Public Relations Officer
9. Chief Planning Officer
10. Director, Personnel/Human Resources
11. Chief Health Professions Officer
12. Chief Budgeting Officer
13. Director, Legal Services
14. Registrar
15. Director, Church Relations
16. Director, Learning Resources Center
17. Director, Library Services
18. Director, Computer Services
19. Director, Educational Media Services
20. Director, Institutional Research
21. Director, Special and Deferred Gifts
22. Administrator, Grants and Contracts
23. Director, Affirmative Action/Equal Employment
24. Director, Employee Training
25. Comptroller
26. Director, Internal Audit
27. Bursar
28. Director, Food Services
29. Director, Physical Plant
30. Director, Purchasing
31. Director, Bookstore
32. Director, Campus Security
33. Director, Information Systems
34. Director, News Bureau
35. Director, Auxiliary Services
36. Director, Admissions
37. Director, Foreign Students
38. Director, International Studies Education
39. Director, Student Financial Aid
40. Director, Student Placement
41. Director, Student Counseling
42. Director, Student Union
43. Director, Student Health Services
44. Director, Student Housing

45. Director, Athletics
46. Director, Campus Recreation/Intramurals
47. Director, Alumni Affairs
48. Director, Information Office
49. Director, Community Services
50. Administrator, Hospital Medical Center
51. Chief Planning and Budget Officer
52. Chief Development and Public Relations Officer
53. Director, Personnel and Affirmative Action
54. Director, Admissions and Financial Aid
55. Director, Housing and Food Services
56. Director, Development and Alumni Affairs
57. Dean, Architecture
58. Dean, Agriculture
59. Dean, Arts and Letters
60. Dean, Arts and Sciences
61. Dean, Business
62. Dean, Communications
63. Dean, Continuing Education
64. Dean, Dentistry
65. Dean, Education
66. Dean, Engineering
67. Dean, Experimental Programs
68. Dean, Extension
69. Dean, Fine Arts
70. Dean, Graduate Programs
71. Dean, Health Related Professions
72. Dean, Home Economics
73. Dean, Humanities
74. Dean, Instruction
75. Dean, Law
76. Dean, Library and Information Sciences
77. Dean, Mathematics
78. Dean, Medicine
79. Dean, Music
80. Dean, Nursing
81. Dean, Occupation Studies/Vocational Education/Technology
82. Dean, Pharmacy
83. Dean, Public Health
84. Dean, Sciences
85. Dean, Social Sciences
86. Dean, Social Work
87. Dean, Special Programs
88. Dean, Undergraduate Programs
89. Dean, Veterinary Medicine

APPENDIX K

College and University Personnel Association Position Descriptions Used in the Present Report

APPENDIX K

College and University Personnel Association
Position Descriptions Used in the Present Report

1. CHIEF EXECUTIVE OFFICER OF A SYSTEM/DISTRICT/MULTI-CAMPUS OPERATION (PRESIDENT/CHANCELLOR): The principal administrative official responsible for the direction of all operations of an institution or a system of higher education, who reports to a governing board.

2. CHIEF EXECUTIVE OFFICER OF A SINGLE INSTITUTION (PRESIDENT/CHANCELLOR): The principal administrative official responsible for the direction of all operations of a campus or an institution of higher education. Reports to a President/Chancellor of a university-wide system or multi-college district.

3. CHIEF ACADEMIC OFFICER: The senior administrative official responsible for the direction of the academic program of the institution. Functions typically include teaching, research, extension, admissions, registrar and library activities. Reports to the Chief Executive Officer.

4. CHIEF BUSINESS OFFICER: The senior administrative official responsible for the direction of business and financial affairs. Functions supervised typically include purchasing, physical plant management, property management, auxiliary enterprises, personnel services, investments, accounting and related matters.

5. CHIEF STUDENT AFFAIRS OFFICER: The senior administrative official responsible for the direction of extra-curricular student life programs. Functions typically include student counseling and testing, student placement, student union, relationships with student organizations and related functions.

6. DIRECTOR, PERSONNEL/HUMAN RESOURCES: Administers institutional personnel policies and practices for staff and/or faculty. Functions typically include personnel records, benefits, staff employment, wage and salary administration and, where applicable, labor relations.

7. CHIEF BUDGET OFFICER: The senior administrative official with the responsibility for current budgetary operations. May also include responsibility for long-range planning unless there is a separate planning officer.

8. REGISTRAR: The administrative official with principal responsibility for student admissions and records. Functions typically include undergraduate admissions, classrooms scheduling, maintenance of student records and related matters.

9. DIRECTOR, LIBRARY SERVICES: Directs the activities of all institutional libraries. Functions typically include selection and direction of professional staff, acquisitions, technical services, audio-visual services and special collections.

10. DIRECTOR, COMPUTER CENTER: Directs the institutions major administrative computing activities. Functions typically include computer programming, systems studies and computer operations.

11. DIRECTOR, INSTITUTIONAL RESEARCH: The administrative staff official responsible for the conduct of research and studies on the institution itself. Functions performed or supervised typically include data collection, analysis, reporting, and related staff work in support of decision making.

12. COMPTROLLER: Directs accounting, payroll, cashiering and related functions. May also have responsibility for office services, such as mail and telephone.

13. DIRECTOR, PHYSICAL PLANT: The senior administrative official responsible for the construction, rehabilitation and maintenance of physical facilities. Functions typically include supervision of new construction and remodeling, grounds and building maintenance, power plant operation and parking.

14. DIRECTOR, CAMPUS SECURITY: Manages campus police and patrol units; directs campus vehicle traffic and parking; organizes security programs and training as needed.

15. DIRECTOR, INFORMATION SYSTEMS: The senior official who directs the development, implementation and maintenance of institutional management information systems. Functions typically include responsibility for developing systems requirements, systems analysis, programming, applications, and coordination with user areas. May also include responsibility for direction of the administrative computer operations.

16. DIRECTOR, STUDENT FINANCIAL AID: Directs the administration of all forms of student aid. Functions typically include assistance in the application for loans or scholarships; administration of private, state or federal loan programs; awarding of scholarships and fellowships; and maintenance of appropriate records.

17. DIRECTOR, STUDENT COUNSELING: Directs the provision of counseling and testing services for students.

18. DIRECTOR, ATHLETICS: Directs intramural and intercollegiate athletic programs. Functions typically include scheduling and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.

19. DEAN or Equivalent Administrative Title (e.g. directors of academic divisions in community colleges): Serves as the principal administrator of the instructional division indicated (i.e., Architecture, Agriculture, Nursing, etc.).

APPENDIX L

Letter from Joseph B. Rogers to William Storey
September 21, 1981

UNIVERSITY OF CALIFORNIA SYSTEMWIDE ADMINISTRATION

BERKELEY · DAVIS · IRVINE · LOS ANGELES · RIVERSIDE · SAN DIEGO · SAN FRANCISCO SANTA BARBARA · SANTA CRUZ

Office of the Vice President--
Academic and Staff Personnel Relations

BERKELEY, CALIFORNIA 94720

September 21, 1981

Mr. Bill Storey
Project Director CPEC
1020 Twelfth Street
Sacramento, California 95814

Dear Mr. Storey:

Assoicate Director O'Brien's August 10, 1981 letter to Vice President Kleingartner regarding administrators' salaries at the University of California has been referred to me for response.

The letter referred to the use of CUPA annual reports for the years 1978-79 through 1980-81 in the development of national comparisons for various administrative categories. We reviewed the administrative titles relating to the University, and feel that the CUPA job descriptions are inadequate and the CUPA enrollment and budget brackets are significantly smaller than U.C. that a valid comparison is not possible.

Each year the University participates in salary surveys involving 10 selected private and public universities as part of its process in determining salary recommendations for benchmark top management and middle management jobs. The universities which participate in these special surveys are Harvard, Yale, Cornell, Stanford, Illinois, Michigan, Missouri, Texas, Wisconsin and State University of New York. Attachments 1 and 2 provide summaries of 1980-81 Special Salary Survey Data and Salary Rates for selected top management and middle management positions.

The range of data collected from the universities listed above differs significantly from the range of data used in the CUPA survey in the areas of student enrollment and budget expenditures. Student enrollment for the universities in the special survey ranges from 10,000 to 370,000 as compared to the CUPA range of 2500 or less to 20,000 or more. Budget expenditures for the universities in the special survey range from $250 million to $1.5 billion as compared to the CUPA range of $7.5 million or less to $50 million or more. Student enrollment and budget expenditures at the University of California are currently estimated at 120,000 students and $2.2 billion dollars respectively.

As a result of the above comparisons we feel that the administrative categories and data derived from the CUPA reports do not provide valid comparisons for the University's top management and middle management positions.

In response to a request in the August 10th letter we have provided a list of average salaries paid to academic deans in selected disciplines. The information is summarized in Attachments 3-10. You should note that CUPA descriptions and data for deans are also not valid for comparative purposes for reasons previously expressed above.

If you have any questions on the above items please contact me at (415) 642-0537.

Sincerely,

Joe

Joseph B. Rodgers
Director of Compensation
and Economic Research

Attachments

APPENDIX M

Letter from Robert E. Tyndall to Kenneth B. O'Brien
September 15, 1981

THE CALIFORNIA STATE UNIVERSITY AND COLLEGES

BAKERSFIELD · CHICO · DOMINGUEZ HILLS · FRESNO · FULLERTON · HAYWARD · HUMBOLDT · LONG BEACH · LOS ANGELES · NORTHRIDGE
POMONA · SACRAMENTO · SAN BERNARDINO · SAN DIEGO · SAN FRANCISCO · SAN JOSE · SAN LUIS OBISPO · SONOMA · STANISLAUS

OFFICE OF THE CHANCELLOR
(213) 590

September 15, 1981

Mr. Kenneth B. O'Brien
California Postsecondary Education Commission
1020 Twelfth Street
Sacramento, California 95814

Dear Mr. O'Brien:

In response to your letter of August 28, 1981, and in order to assist you in the collection of salary information for administrators within the California State University and Colleges system we are providing you with the following information you have requested.

First, as relates to your selection of CUPA definitions for administrative jobs, CSUC has participated in the annual CUPA Administrative Compensation Survey for a number of years and we can concur with many of the definitions except as discussed below or as identified in the enclosed attachment. As indicated in your letter, and as with any study of comparative salaries, the most difficult task is to develop common definitions, so in addition to providing you with discussion of how our administration positions fit the CUPA definitions we are providing you with CSUC Classification and Qualification Standards (where available) for administrative positions.

Second, we have made a strong effort to obtain current salary data from the 20 Comparison Institution Group for the selected CSUC Administrative positions involved in this study. We believe these data to be very significant since they will provide a common base of comparison with CSUC faculty salaries if such a comparison should be drawn. It is our notion that the legislature may well be interested in that particular picture. The institutions were reached by telephone and, most if not all, agreed to provide us with current salary data immediately. These data will be forwarded as soon as possible to you.

400 GOLDEN SHORE, LONG BEACH, CALIFORNIA 90802 INFORMATION: (213) 590-5506

Third, in the interests of providing the most accurate salary data possible, and for reasons discussed by telephone with Bill Storey, and with respect to any current or future data, we would prefer to provide your staff with actual salaries of incumbents within the CSUC survey classes rather than rely exclusively upon salary figures generated from the Salary Supplement in the Governor's Budget. In the interests of time and convenience we will accept the figures for fiscal years 1978-79 and 1979-80; however, because actual salary figures for fiscal year 1980-81 are readily available to us, we are providing you with those figures.

We now leave our general comments as to your letter of August 28, 1981, and move to some of the specifics outlined in your letter. In your letter you expressed concern as to how to obtain data for academic and administrative Vice Presidents. With respect to our Academic Vice Presidents we can agree that the CUPA definition for "Chief Academic Officer" is appropriate; however, we cannot agree that the CUPA definition for "Chief Business Officer" corresponds to our Administrative Vice President's role. Firstly, we view the CUPA definition of "Chief Business Officer" as corresponding to the CSUC administrative class of Business Manager. Secondly, with the exception of two CSUC campuses, the class of Vice President is used to cover both academic and administrative Vice Presidents. This arrangement allows campuses flexibility to assign responsibility for coordinating and directing major academic or administrative programs to either Vice President depending upon campuses' needs and individual expertise. Specific examples of this pnenomena include responsibility for admission, registrar, financial aid, housing, library activities and institutional studies, any of which might be assigned to either CSUC Vice President and are not necessarily restricted to the "Chief Academic Officer" as suggested by the CUPA definition. The point is simply this, while we have no objection to separating academic and administrative Vice Presidents for salary collection purposes, we do not view the CUPA definition of "Chief Business Officer" as representative of the CSUC Administrative Vice President position. This objection is based upon a broader role for CSUC Administrative Vice Presidents than is captured by the CUPA "Chief Business Officer" definition which is essentially restricted to business and financial affairs, and which is more in line with the responsibility of the CSUC Business Manager class. Our recommendation, therefore, is to report CSUC salary data for both Vice President positions and in turn, compare such data to the CUPA "Chief Academic Officer"class, or to data specifically collected for Administrative Vice Presidents but not the CUPA "Chief Business Officer" definition.

With regard to your question concerning "Chief Budget Officer", and in line with our comments as to the CUPA definition of "Chief Business Officer", we view the responsibility of the CSUC Financial Manager class as most nearly equivalent to the CUPA definition for "Chief Budget Officer". It should be noted however, that the CSUC Financial Manager class, having responsibility for both budgeting and accounting, is somewhat broader than the CUPA definition. In reviewing the other suggested CUPA matches, we concur with the selection of corresponding CSUC classes as identified in your letter.

In addition to the above specifics, conversation with Bill Storey resulted in our identifying additional administrative positions worthy of review. Our suggestion include the following, all of which correspond to the CUPA definitions:

CUPA TITLE	CSUC TITLE
Chief Student Affairs Officer	Dean of Students
Director, Personnel/ Human Resources	Personnel Officer
Director, Physical Plant	Director of Plant Operations
Director, Campus Security	Director of Public Safety

Finally, attached are actual salary figures for each of the CSUC identified positions for fiscal year 1980-81. I trust the data we are providing will be of assistance to you in meeting your obligations to the legislature.

Sincerely,

Robert E Tyndall

Robert E. Tyndall
Acting Vice Chancellor
Faculty and Staff Affairs

RET:bb

I. CUPA Definitions which acceptably equate to CSUC positions.

CUPA CLASS	CUPA NUMERICAL REFERENCE	CSUC CLASS
Chief Executive Multi campus operation	1	Chancellor, CSUC
Chief Executive Officer Single Institution	2	President
Chief Academic Officer	4	Vice President (See cover letter discussion)
Chief Business Officer	5	Business Manager
Chief Budget Officer	12	Financial Manager
Registrar	14	Student Affairs Program Officer IV & V (Admissions and Records Officer)
Director, Student Financial Aid	39	Student Affairs Program Officer IV/V
Director, Student Counseling	41	Student Affairs Program Officer IV/V
Director, Library Services	17	Director of the Library
Director, Institutional Research	20	Director of Institutional Research
Academic Dean	62-94	Dean of Instruction
Director, Athletics	46	Director of Athletics
Dean, Extension	74	Dean of Education Services and Summer Sessions

II. CUPA Definitions which do not adequately equate to CSUS positions.

CUPA CLASS	CUPA NUMERICAL REFERENCE	CSUC CLASS
Chief Business Officer	5	Vice-President
Chief Budget Officer	12	Business Manager

III. CUPA Definitions which acceptably equate to CSUC positions (expanded survey)

CUPA CLASS	CUPA NUMERICAL	CSUC CLASS
Chief Student Affairs Officer	6	Dean of Students
Director, Personnel/ Human Resources	10	Personnel Officer
Director, Physical Plant	29	Director of Physica Plant
Director, Campus Security	32	Director, Public Safety

APPENDIX N

Letter from Kenneth B. O'Brien to Gerald Hayward
August 9, 1979

August 9, 1979

Gerald Hayward
Director of Legislative and
Public Affairs
California Community Colleges
1238 S Street
Sacramento, California 95814

Dear Jerry:

As you know, the Legislature took several actions during the current session concerning the reporting of salary data. The first of these emanated from the Legislative Analyst's report and requires the Commission to include the Community Colleges in our annual reports on University of California and California State University and Colleges faculty salaries. The second action appropriated $15,000 to the Chancellor's Office for the purpose of collecting salary data for the 1978-79 and 1979-80 fiscal years. The latter action, however, did not specify the type of information to be collected.

It is my understanding that you discussed this subject with Bill Storey and agreed that we should develop a detailed list of the information we will require for our report. After that, I presume you will contact us if there are any questions ar ambiguities.

Our questions fall into three categories: (1) full-time faculty, (2) part-time faculty, and (3) administrators. For each of these, we will need the following:

Full-time faculty

1. A listing of all salary classifications (e.g., BA + 30, MA, etc.) for each Community College district.
2. The actual salary at each step of each classification.
3. The number of faculty at each step of each classification.
4. The amounts of any bonuses that are granted to faculty, the number of faculty receiving them, the total salary of every faculty member receiving a bonus, and the reason for granting the bonus.

5. The percentage increase in salary granted (i.e., the range adjustment) for the fiscal year covered by the report.
6. The total number of full-time faculty in each district.
7. The mean salary received by those full-time faculty.
8. The total dollar amount paid to full-time faculty as a group.

Part-time faculty

1. The total number of part-time faculty employed by each district on both a headcount and full-time-equivalent (FTE) basis.
2. The mean salary paid to each headcount faculty member in each district.
3. The mean salary paid to each FTE faculty member in each district.
4. The total dollar amount paid to all part-time faculty in each district.
5. A summary of the compensation plan for part-time faculty members in each district.

Administrators

1. A list of all administrative positions (titles) in each district.
2. The salary schedule for each position.
3. The number of headcount and FTE employees occupying each administrative position.
4. The actual salary paid to each employee in each administrative position.
5. The percentage increase in salary granted (i.e., the range adjustment) for the fiscal year covered by the report.

A few words of explanation may be in order. The data requested for full-time faculty is very similar to that which has been collected by the Chancellor's Office for a number of years but which was not collected for 1978-79 due to Proposition 13 reductions. The only major difference relates to the detail on bonuses which was not clearly presented in prior reports.

We are asking for data on part-time faculty because of objections raised by Community College representatives. At the time our preliminary report on Community College salaries was presented, many Community College representatives, including those from the Chancellor's Office, complained that the data were misleading because part-time faculty were not included. To avoid that difficulty in the future, it is imperative that data on these faculty be included in next year's report to the Legislature.

We are also asking for data on administrators because of the concerns expressed by both the Legislature (on the subject of academic administration generally) and various Community College faculty organizations. I am not sure we will publish any of the data on administrators but we do want to be able to respond to questions should they arise.

The final item concerns the dates for receipt of the data. As you know, we publish two salary reports each year. Since the University and the State University report to us each year by November 1, we think it would be appropriate to set November 1 as a reporting date (for the 1978-79 data) for the Chancellor's Office as well. For the 1979-80 data, we would like to have a report by March 1 so that we may include it in our final report to the Legislature. In future years, the March 1 data should become permanent.

If you have any questions concerning any of these matters, please let me know.

Sincerely,

Kenneth B. O'Brien, Jr.
Associate Director

KBOB:mc

APPENDIX O

Memorandum from Chuck McIntyre to Kenneth B. O'Brien
January 27, 1982

State of California **California Community Colleges**

Memorandum

To : Ken O'Brien
Postsecondary Education Commission

Date : January 27, 1982

File No.: ASU MEMO NO. 82-2

To: UCS
Fr: Ken
I need your
draft report
Thanks
Ken

Chuck

From : Chuck McIntyre
Director of Analytical Studies

Subject: COMMUNITY COLLEGE FACULTY DATA

I'd like to clarify our reporting responsibilities for the Commission's faculty salary report to the Legislature. The last official communication we have on this matter is an August 9, 1979 letter from you which I assume is current.

As you may know, the Fall 1981 data for our segment is being collected by a system implemented for the first time last Fall. Unlike past years, this new system collects unit record information on each community college employee. As in prior years, we plan to publish our own report on community college staffing and related factors which go beyond the salary data requested by the Legislature. The following reviews your specific requirements in the 1979 letter in terms of what we are able to provide:

FULL-TIME FACULTY

No. Ref. in 8/9/79 Letter	Item
1.-3.	A listing of salary classifications (e.g., BA + 30, MA, etc.) for each community college district will be provided on the copy of the districts' salary schedule, showing the actual salary and number of faculty at each step of each classification.
4.	The amounts of any stipends granted to faculty, as extra compensation received for educational, longevity, athletic, or added responsibility). It will not be possible to break down compensations received for any one of these stipend areas or the reason for granting the stipend, except that these are reportable for STRS and/or PERS purposes and are not part of an overload/overtime or summer session assignment.

No. Ref.
in 8/9/79
Letter

Item

5. The percentage increase in salary granted (by district) for the fiscal year covered. This percentage increase will be computed by comparing the mean district salary plus stipends and step adjustments for the prior and present reporting periods It will not be possible for us to compute a mean increase based solely on range adjustment.

6.-8. The number, mean salary, and total dollar amount paid to district full-time faculty. In addition to these data, we will provide a table on total compensation of full-time faculty, which sums base salary, overload assignment earnings and stipends but excludes fringe benefits.

PART-TIME FACULTY

1. The total number of part-time faculty employed by each district on both a headcount and full-time equivalent (FTE) basis.

2. The mean salary paid to each headcount faculty member in each district.

3. The mean salary paid to each FTE level in each district.

4. The total dollar amount paid to all part-time faculty in each district.

5. A summary of the compensation plan for part-time faculty members in each district. This summary will show the low, mean and high hourly rate of compensation for each district.

ADMINISTRATORS

It is our understanding that the Legislature requested information only on faculty compensation. I'm not aware of either the UC or the CSUC segments providing information on administrative salaries for this report. We do intend, however, to publish information on administrative salaries in our report.

To date, about 51 of the 70 districts have provided us complete data and 8 districts have provided partial data. We have sent one follow-up letter to remind districts of their December 1 deadline. We are also directly contacting each nonresponding district by telephone.

We expect about 55 districts to respond by February 22, allowing us about one week to prepare a computer analysis for your purposes. By the end of March, we expect to receive the remaining district data at which time we can update our analysis.

Please let us know if this arrangement will be satisfactory.

cc: Gus Guichard
Leonard Shymoniak
Evelyn Beaver

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From: Ken
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